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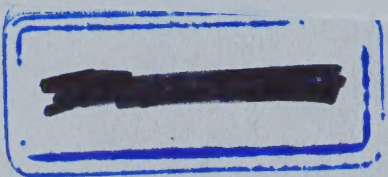
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Filene's Complex: study report

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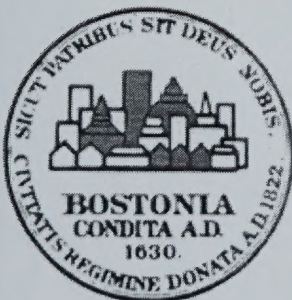
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The Filene's Complex

Study Report

As amended May 9, 2006



Boston Landmarks Commission
Environment Department
City of Boston

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Report on the Potential Designation of

The Filene's Complex
426 Washington Street, Boston

as a Landmark under Chapter 772 of the Acts of 1975, as amended

Approved by: _____
Ellen J. Lipsey, Executive Director Date

Approved by: _____
Susan D. Pranger, Chairman Date

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Report on the Financial Position of

The Finance's Committee
415 Washington Street, Boston

in a financial audit Chapter VII of the Act of 1977 as amended

Witnessed by

John J. Frawley, Executive Director

Witnessed by

John J. Frawley, Executive Director

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1.0 LOCATION OF PROPERTY

1.1 Address:

426 Washington Street, Boston, MA

Assessor's parcel number:

Ward 3, Parcel 0304584010

1.2 Area in which property is Located:

The Filene's complex is comprised of four interconnected buildings constructed between 1905 and 1973, bound by Washington, Summer, Franklin, and Hawley streets in the Central Business District of Boston

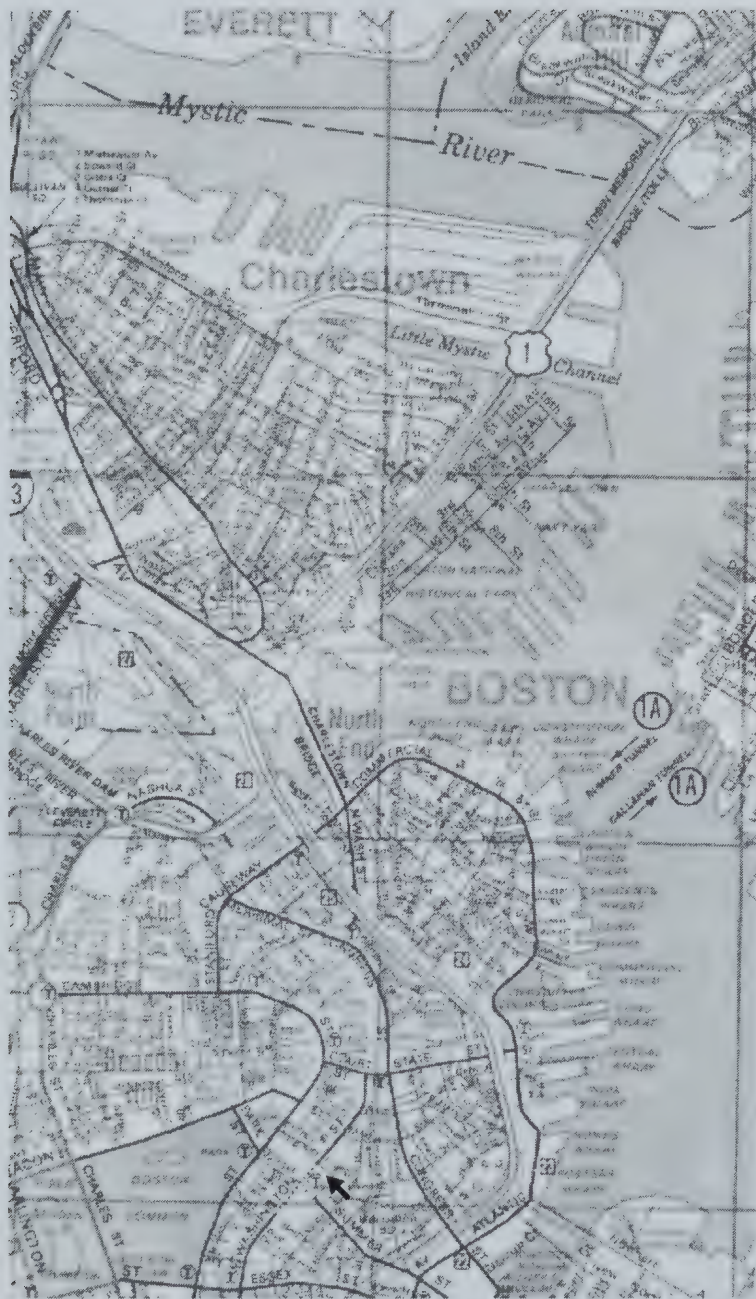
1.6 LOCATION OF PROPERTY

1.1 - Address:
125 Washington Street, Boston, MA

Assessor's parcel number:
Ward 3, Block 0101, Lot 10

1.2 Area in which property is located:
The Block's location is bounded to the northeast by a street,
between 1901 and 1971, owned by Washington, Summer, Parker and Quincy,
located on the Central Business District of Boston.

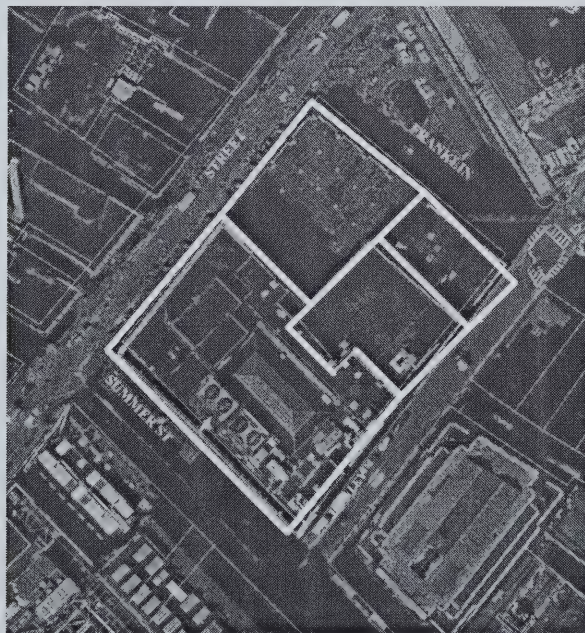
1.3 Map Showing Location



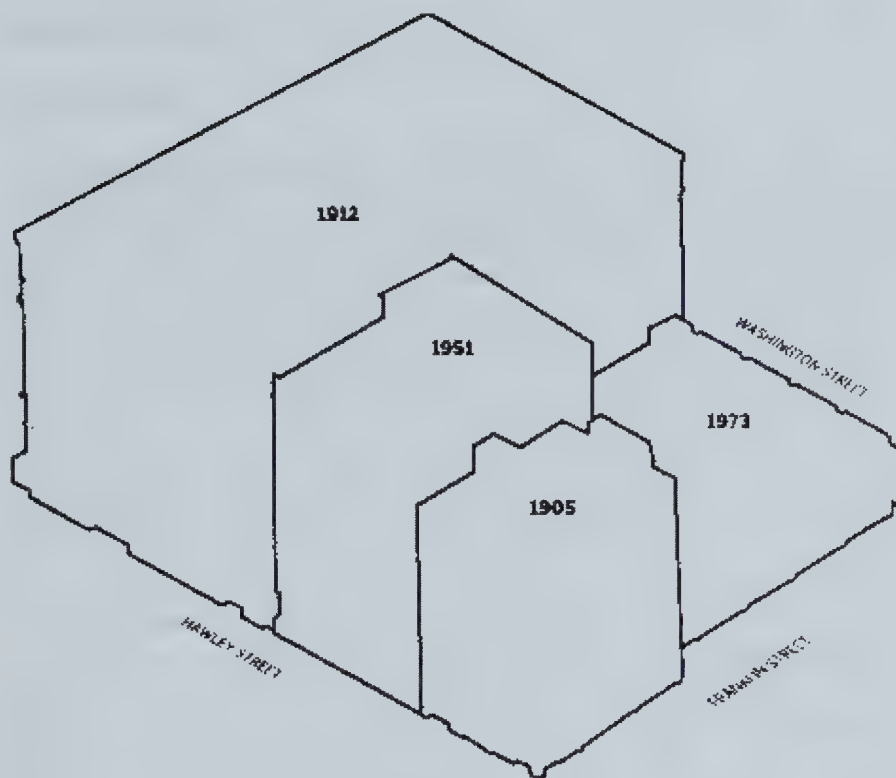
Map illustrating location of Filene's complex (marked with an arrow) within the context of Boston



Assessor's map illustrating parcel #0304584010 within the immediate neighborhood.



Assessor's map illustrating roof plans of four interconnected buildings on parcel #0304584010. Building footprints outlined.



Axonometric view of the four interconnected buildings that comprise the Filene's complex on parcel #0304584010.

2.0 DESCRIPTION

2.1 Type and Use

Four interconnected buildings comprise the Filene's complex parcel bound by Washington, Summer, Franklin and Hawley streets in Boston's Central Business District. The earliest of the four buildings, located at the southwest corner of Franklin and Hawley streets was constructed in 1905 by the architectural firm of Peters and Rice. This building was purpose built for the Jones, McDuffee and Stratton Company, regarded as one of the largest wholesalers and retailers of ceramics and glass in the country in the early twentieth century, in business from 1810 to about 1955. Filene's expanded into this building in 1929 when the Jones, McDuffee, and Stratton Company moved to Boylston Street. The building was extensively renovated in 1997. The original purpose-built Filene's store, located at the northeast corner of Washington and Summer streets, extending the full block of Summer Street between Washington and Hawley streets, occupies about half of the parcel. This building was constructed in 1912 from the designs of Daniel Burnham for use as a retail store for William Filene's and Sons Company. It has operated in this capacity continuously. The third building constructed on the Filene's parcel is located on Hawley Street between the original Filene's store and the Jones, McDuffee, and Stratton Company building. This addition was constructed in 1951 and was designed for use as a loading dock and service structure. The final addition to the Filene's complex occurred in 1973 when the architectural firm of Sumner Schein designed the three story addition at the southeast corner of Franklin and Washington streets which further expanded the sales space of the store.

2.2 Physical Description

Jones, McDuffee, and Stratton Company Building, 1905

The Jones, McDuffee, and Stratton Company building typifies the early skyscrapers of the twentieth century with its tripartite arrangement and soaring verticality made famous by Louis Sullivan's Wainwright Building in St. Louis, Missouri of 1890. The nine story building features a two story granite storefront base, surmounted by a single granite-faced story, and a shaft of six additional stories executed in red brick. The building extends seven bays on Franklin Street, and five bays on Hawley Street and is capped with a flat roof.

The storefront level of the Jones, McDuffee, and Stratton Company building is articulated by large, chamfered granite piers with Greek fretwork carved into the capitals. The storefront level features a glazed corner entrance, flanked by glazed display windows. A fast food window occupies the westernmost bay of the Franklin Street elevation, and green metal panels cover the storefront level openings in the southernmost bay of the Hawley Street elevation. Paired, green

metal panels separated by decorative colonettes fill the second story space between the glazed openings and the upper stories. A simple granite cornice separates the storefront level from the third story. This granite-faced story is unadorned but for chamfering at the jambs of the paired sash and an ornate granite-framed clock at the corner of Hawley and Franklin streets. A granite cornice with more carved fretwork delineates the division between the granite and brick upper stories. The shaft is comprised of six-story red brick pilasters with granite bases flanking recessed, paired green metal window sash and decorative green metal spandrels. The building terminates with recessed red brick spandrels and a flat roof. The west façade of the building, devoid of apertures but for the southernmost bay, reflects the arrangement of the block prior to the Sumner Schein addition when taller buildings occupied this block of Franklin Street.

This building underwent substantial façade restoration efforts in 1997. Alterations included: covering existing granite watertables with sheet metal that matched the color and profile of the existing watertables, removing and replacing all of the brick cladding with replacement brick that matched the old brick in color and appearance, replacement of cracked granite units with new matching granite units, removing and replacing deteriorated cast iron decorative brackets with FRP replica units, and replacement of the existing aluminum windows with new aluminum units.¹

The Purpose-Built Filene's Store, 1912

The original purpose-built Filene's store building designed by Daniel H. Burnham is a monumental commercial building designed in the Beaux Arts style. Steel framing supports glazed terracotta and brick cladding. Its highly decorative principal facades face Washington and Summer streets. The Washington Street façade extends seven bays while the Summer Street façade extends ten bays. The terra cotta cladding turns the corners of the Washington and Summer street elevations, extending a single bay on Hawley Street and on the northern party wall. The street pattern determined the plan of the building; though it appears to be a rectangle, the building footprint is actually a parallelogram. The building rises eight stories to a height of 125 feet.

The heavily altered street level consists of fast food windows on the Washington Street elevation, and display windows on the Summer Street elevation.² A small fast-food restaurant occupies space at the intersection of Summer and Hawley streets. Polished pink granite wall treatment surrounds the service and display windows. Glazed entrances to the store are located on Washington and Summer streets near that intersection, and also in the ninth bay of the Summer Street

¹ Boston Landmarks Commission Certificate of Design Approval with Provisos, Accelerated Design Review, Petition #95.1045(113.95.02).

² Architectural drawings illustrating the original storefront arrangement and details as well as the original marquee are located in the Fine Arts Department of the Boston Public Library. See Bin Number J2, Rolls 2 and 3 for 426 Washington Street.

elevation, near the intersection of Hawley Street. Entrance to the MBTA subway station is adjacent to each of the store entrances at the corner of Washington and Summer streets. Stairs leading to the basement of the building are located in the second bay of the Summer Street elevation. The corner of Washington and Summer streets is occupied by a fruit stand. An undistinguished, utilitarian canopy runs uninterrupted across all three elevations of the building. Scored, pink granite pierced occasionally by ventilated openings fills the space between the canopy and the terra cotta treatment of the upper floors.

The upper floors are clad with light gray terra cotta which imitates granite at the second story, corner piers, and top story. The light grey terra cotta frames dark green terra cotta pier and spandrel window grids that encompass the third through the seventh stories. The dark green terra cotta imitates cast metal, with engaged columns of ornamental banded colonettes extending the full five story height, and embellished spandrels featuring lion heads and rosettes. These decorative spandrels also appear between the glazed openings in the corner piers on the fourth through the seventh floors.

Despite its looming height, the building exhibits strong horizontal features articulated in the grey terra cotta. Wall surfaces are striped with ornamental moldings between the first and second stories, and the architrave, frieze, and cornice continue the horizontality at the eighth story. Low relief horizontal bands also adorn the second story and every other course of the corner piers. The recessed second story and cornice height apertures further emphasize this horizontality by encouraging the play of light and shadow in their depths.

The fenestration pattern reflects Burnham's midwestern roots, highlighting the Chicago window—a central fixed pane of glass flanked by double hung sash—on all stories. The seventh story openings are shorter than those on the lower floors and are embellished with ornamental soffits. Single one over one double hung sash openings separated vertically by decorative green terracotta spandrels light each story of the corner piers. Aedicules, or window openings framed by columns and crowned with a pediment, supported by large consoles, or vertical scrolls, frame the third story openings in the piers. The consoles, flanked by cartouches, frame the second story openings, except for on the western bay of the Summer Street elevation, where it frames bells and a cherub-flanked crest imprinted with a raised "F." The flanking cartouches are repeated at the frieze level of the piers. Clocks featuring the Filene's logo beneath the clock face are mounted at the second story levels, are centrally located on the Washington Street and Summer Street elevations.

An elaborate architrave, frieze, and cornice executed in grey terracotta crowns the building. Chicago windows framed by ornate moldings, are flanked by oxeye windows and surmounted by festoons at the frieze level.

The secondary facades of the Burhnam building face Franklin and Hawley streets. The glazed terracotta treatment of the Washington Street and Summer Street facades turns the corners of the first bays of each of these secondary facades. These are otherwise unadorned brick surfaces with functionally arranged fenestration. The Franklin Street facing façade is constructed of red brick, while the Hawley Street façade is constructed of buff colored brick. The fenestration of the Franklin Street facing façade does not extend below the fifth story, as the adjacent building that preceded the Sumner Schien addition in 1973 was five stories tall. The Hawley Street fenestration pattern is divided into five bays of Chicago windows and a sixth bay of single one over one double hung sash over a storefront level (storefronts have been enclosed). The fixed windows on the upper floors are separated from the flanking one over one double-hung sash by brick mullions. Each of these openings is embellished with simple granite lintels and sills. Some openings at the eighth floor level have been bricked up and some formerly glazed openings have been replaced with ventilated openings.

The purpose-built Filene's store remains largely intact, though it has undergone restoration efforts since its original construction. Most heavily altered is the street level. According to building permit records, the marquee was removed, and entrances and show windows were remodeled in 1950. The condition of the cornice in 1945 necessitated its removal and replacement with cast stone. Repairs to the walls also occurred at this time. In 1997 the façades underwent a significant restoration. As part of the renovation, the cornice was covered with a fiberglass reinforced plastic (FRP) replica with identical detail and finish as the pre-existing ornate precast concrete cornice, the terra cotta window sills and watertables were covered with sheet metal that matched the profile and color of the preexisting sills and watertables, cracked ornamental units were replaced with FRP replica units, damaged terra cotta ashlar units were replaced with precast replica units similar to the ones used in 1945, damaged eighth floor window heads were removed and replaced with FRP replica units, and aluminum storm windows that matched the color, profile, and appearance of the primary windows were installed over the existing wood double hung and fixed window units.³

The 1951 Addition

The first five stories of this addition to the Filene's complex were constructed in 1951. It is unclear when the upper three stories were added. The utilitarian structure was built as a vehicle loading dock and service structure for Filene's, and exhibits little architectural distinction. The building is constructed of buff colored brick on the north and east elevations and of red brick on the west elevation. The Hawley Street façade is articulated with horizontal buff colored brick banding delineating stories, and is pierced exclusively by garage door openings on the first story, and ventilation openings on the central and northern bays of the four original stories above the lower level. The upper three stories,

³ Boston Landmarks Commission Certificate of Design Approval with Provisos, Accelerated Design Review, Petition #95.1045(113.95.02).

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

also constructed of buff colored brick, are pierced by window openings with no apparent pattern. The upper stories of the western elevation that are visible are not treated as street-fronting facades. Only the upper three stories are pierced by window openings.

The Sumner Schein Addition, 1973

The Sumner Schein addition extends four bays on Franklin Street and four bays on Washington Street and rises three stories. Recessed, polished granite wall treatment serves as the transition surface between the older buildings and the addition. The storefront level is sheathed with polished pink granite pierced by fast food windows on the Franklin Street elevation and glazed display windows on the Washington Street elevation. Access to the addition is through a glazed corner entrance. A canopy extends across both elevations, stepping up gradually on the Franklin Street elevation. The upper stories are constructed of cast concrete panels tapered where they meet the canopy, and divided into bays by recessed granite piers. The upper stories are devoid of apertures. A flat, tar and gravel roof caps the addition. The addition was built to withstand a load of five additional stories, which would bring new construction in line with the cornice of the 1912 purpose-built Filene's store.

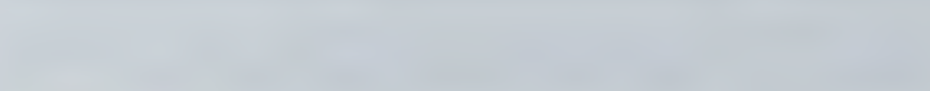
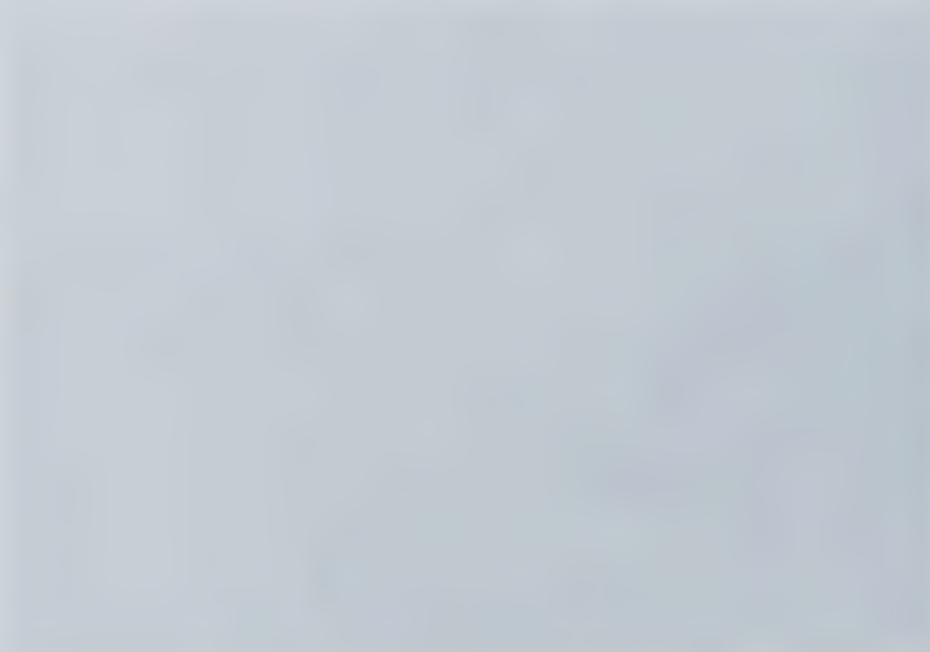
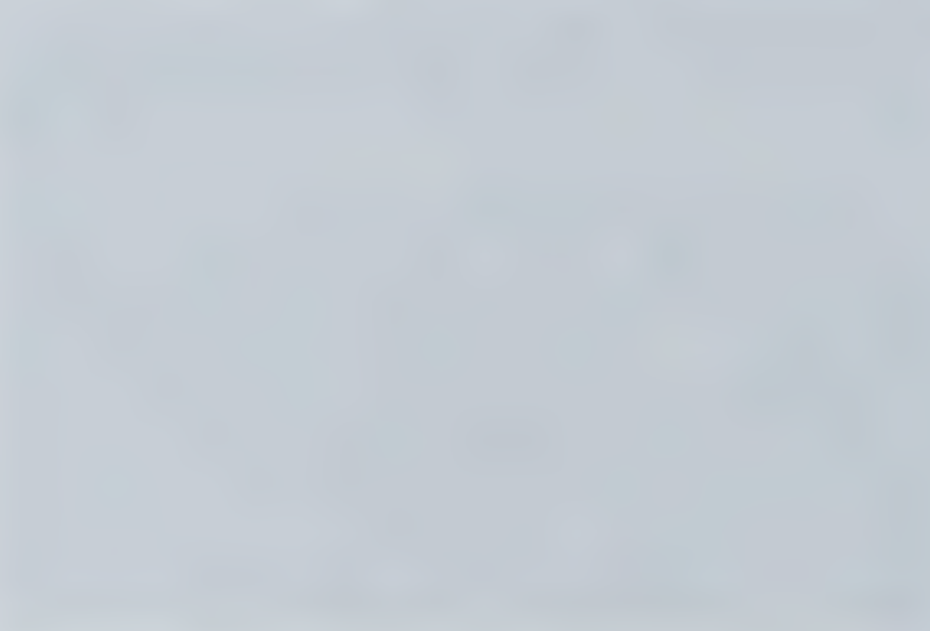
2.3 Photographs



Corner of Washington and Summer streets prior to the construction of the new Filene's store. (source: Filene's Archives, Boston Public Library).

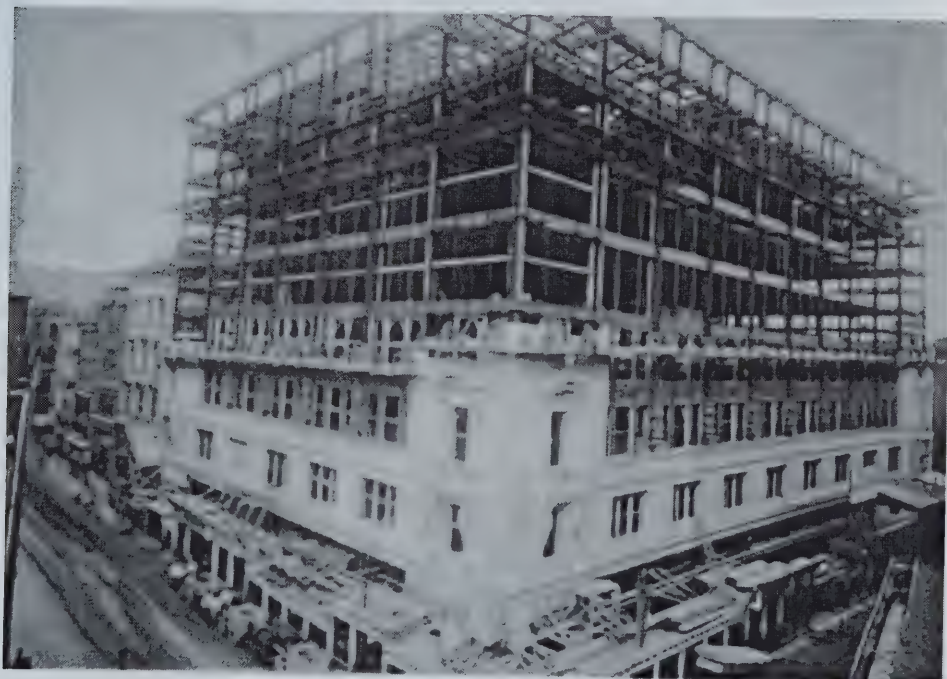


Corner of Washington and Summer streets following demolition of existing buildings, 1911. (source: Filene's Archives, Boston Public Library).

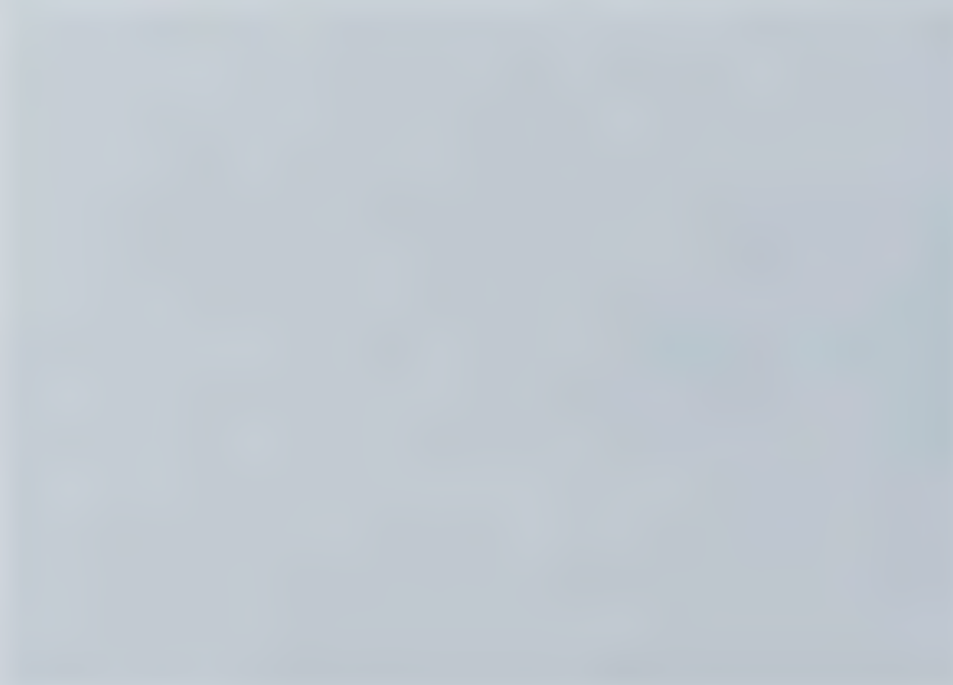
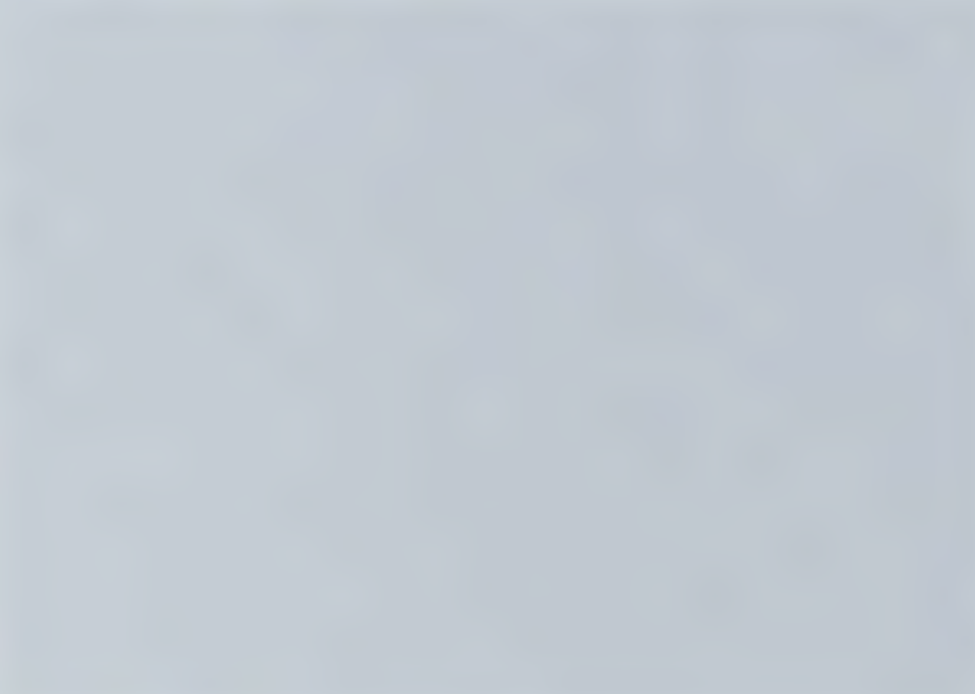




Corner of Washington and Summer streets during erection of the steel frame for the Filene's store, 1912. (source: Filene's Archives, Boston Public Library).



Corner of Washington and Summer streets during erection of the façade of the new store, 1912. (source: Filene's Archives, Boston Public Library).





Completed Filene's building, corner of Washington and Summer streets, 1912.
(source: Filene's Archives, Boston Public Library).



European-style interior storefronts.
(source: Filene's Archives, Boston Public Library).



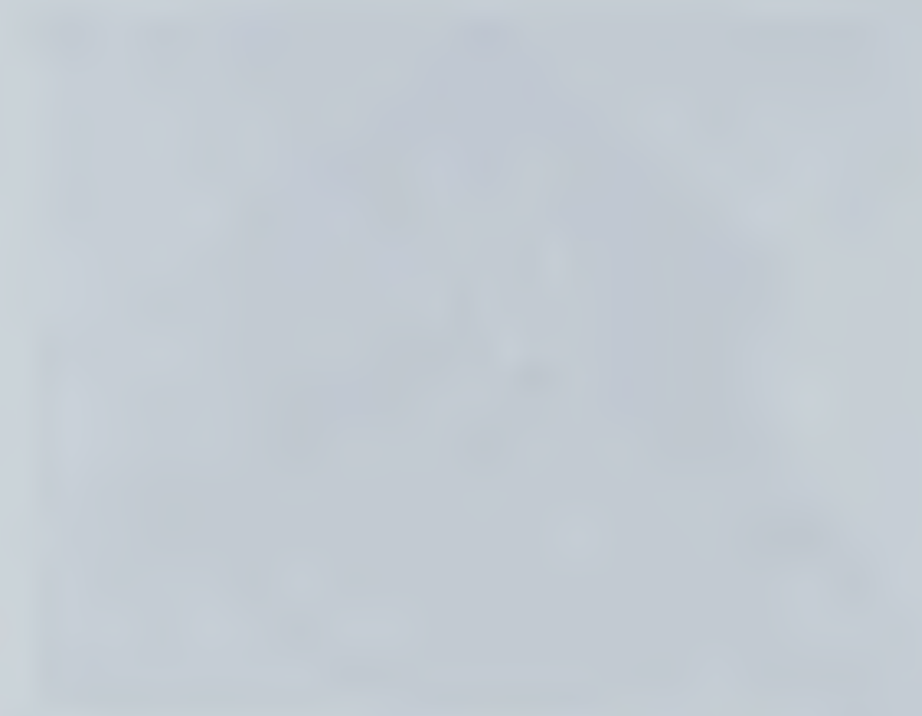
Opening day, September 3, 1912. (source: Filene's
Archives, Boston Public Library).

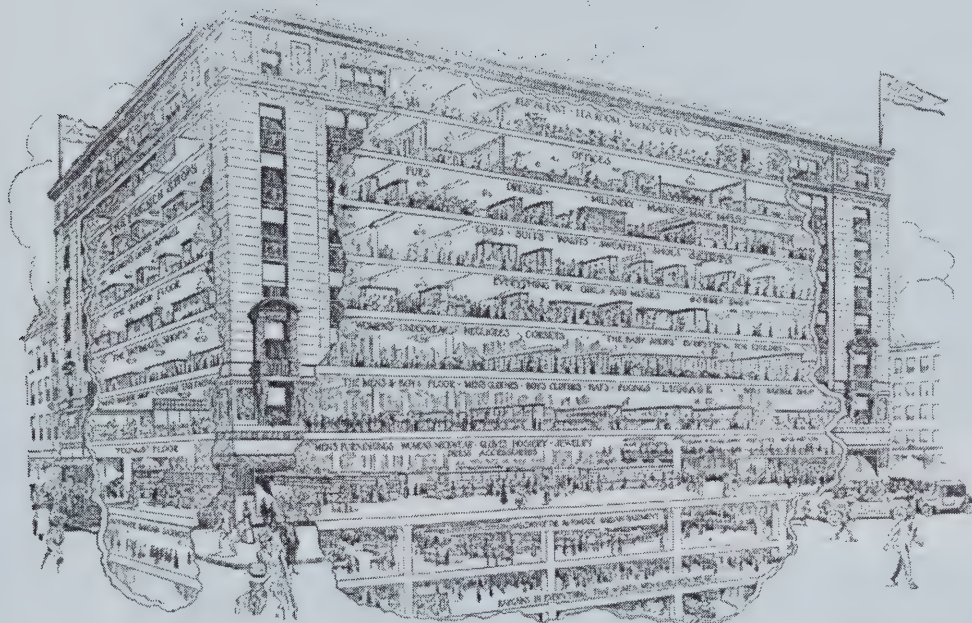


Undated line drawing. (source: Filene's Archives, Boston Public Library).



Detail of marquee at the corner of Summer and Washington streets, undated.





Open-face View of Filene's Main Building, Showing Arrangement of Departments

Illustration of interior store arrangement, ca. 1923. (source: The Filene Book).



Display window ca. 1920s. (source: Filene's Archives, Boston Public Library).



Display window ca. 1920s. (source: Filene's Archives, Boston Public Library).

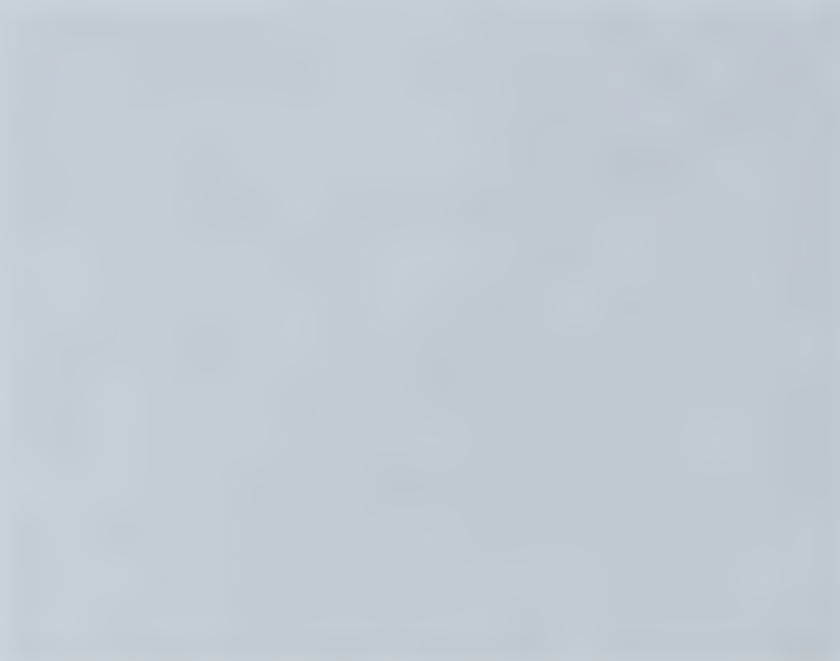




Display window, 1923. (source: Filene's Archives, Boston Public Library).



Display window ca. 1920s. (source: Filene's Archives, Boston Public Library).





1905 Jones, McDuffee and Stratton Company building, corner of Franklin and Hawley streets. (BLC Photo, 2006)



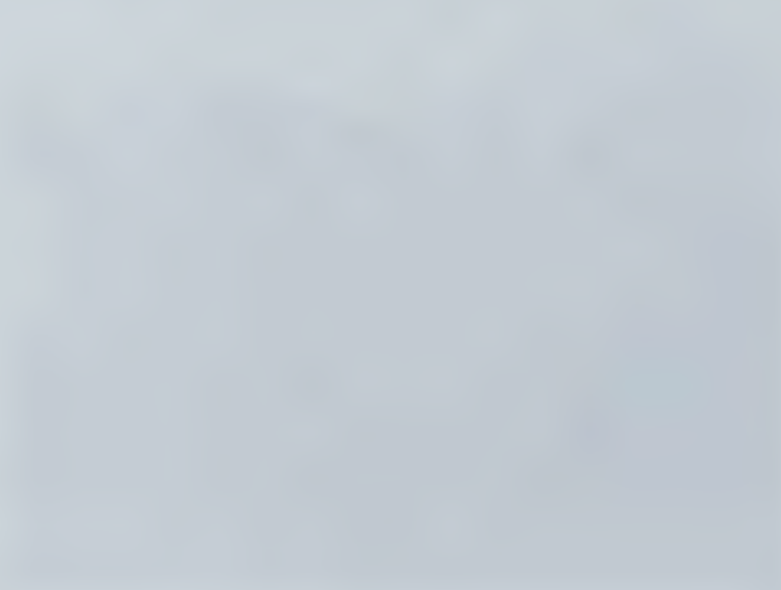
1912 purpose-built Filene's building corner of Washington and Summer streets. (BLC Photo, 2006)



1951 addition, Hawley Street. (BLC Photo, 2006)



1973 Summer Schein addition, corner of Franklin and Washington streets. (BLC Photo, 2006).



3.0 SIGNIFICANCE

The development of the current parcel at 426 Washington Street represents the growth of a retail establishment with significance at the local, regional, and national levels. Much more than a revered local business, Filene's embodies the visionary ideals of German immigrant, William Filene, and his sons, Edward and Lincoln Filene, whose progressive approaches to management and merchandizing that advocated for employee empowerment and co-operative relationships between vendors drew national attention and transformed the retail industry. The original purpose-built Filene's store at the corner of Washington and Summer streets comprising half of the parcel is further distinguished as the last major commission and the only work in the Commonwealth of nationally prominent architect and urban planner, Daniel Burnham. Expansion of the store through the 1920s resulted in occupation of the entire city block bound by Washington, Summer, Franklin, and Hawley streets by 1929. All but one of the buildings that predated the construction of the purpose-built Filene's store in 1912 were demolished to accommodate additions on Hawley Street in 1951 and at the corner of Washington and Franklin streets in 1973. The lone survivor at the corner of Franklin and Hawley streets is significant for its associations with the expansion of Filene's but also for its associations with its original tenant, the Jones, McDuffee, and Stratton Company, recognized as one of the largest American importers of glass and pottery in the country in the early twentieth century, in business from 1810-1955.

3.1 Historic Significance

Beginnings

The first iteration of the store that would become an internationally recognized retail giant appeared in the form of a small tailor shop, W. Filene & Co., Tailors and Drapers, just a few blocks away from its current location in 1851. William Filene, the store's founder, was born Wilhelm Katz, and emigrated to the United States from Germany in 1848. While Boston was home to the first Filene business venture, Salem was the location of his first strictly mercantile operation, which opened in 1856. As the Salem store slowly grew, Filene closed the tailor shop, and opened a wholesale house, enabling him to stock his Salem store at lower cost to himself, resulting in lower prices for his customers. Filene's enterprising nature led him to New York where he purchased a wholesale business in 1863, subsequently closing down his Boston and Salem operations. By 1869, however, an economic downturn sent Filene back to Massachusetts after his New York venture went bankrupt.

Lynn became Filene's next base of operation where the small women's apparel shop he opened, Filene's Pavilion, and later a second store selling men and boy's clothing, laid the foundation for the Filene's empire. The success of the Lynn stores enabled Filene to open a third store in Bath, Maine, Boston Bargain

Clothing Co., in 1875, a fourth store in Salem two years later, and finally to return to Boston at 10 Winter Street in 1881. A year later he opened the Guillaume Glove Store at 4 Winter Street. Filene sold his Lynn, Bath, and Salem stores shortly after the Boston stores opened to focus on the Boston businesses.⁴

By 1890, Filene had consolidated the Winter Street stores in a five story building at 445-447 Washington Street. The greatly expanded store specialized in women's ready-to-wear apparel and accessories, relatively new additions to a market largely dominated by custom-made clothing at this time. Marketing ready-to-wear clothing proved a successful gamble, as the Boston Daily Globe reported four years after Filene's initially offered the machine-made garments:

"The practice of buying ready-to-wear garments has been received with growing favor by women who exercise the greatest care in dressing according to the canons of good taste. Filene's were quick to see that the store which could offer the widest range of styles, the most complete stock from which to choose, and offer a succession of new styles and novelties in feminine apparel would be sure to appeal to the greatest number of women. And the business has been carefully organized to secure these results."⁵

Because of the success achieved selling ready-to-wear apparel, Filene's adhered to the specialty house business model, marketing ready-to-wear garments for women and girls at first and later for men and boys, rather than expanding their merchandising efforts to include other goods. This business strategy distinguished Filene's from "departmentalized" stores which carried a variety of products, and fueled the success of the store for the next century.⁶

As significant to William Filene's legacy as his commercial success as a specialty house, was his approach to management. He regularly sought his employees' input on improvements to the stores' operations, inviting employees to his home weekly to facilitate these exchanges. In addition to engaging his employees as collaborators, Filene also endeavored to ensure comfortable working conditions by providing designated areas for employees to rest and to eat, a remarkable consideration in an age when employers rarely offered such accommodations.⁷ Filene extended this degree of consideration to his customers with whom he felt he shared a common interest. Providing quality goods at low prices served the customer while ensuring their continued patronage. This approach served him well, as documented in a local paper recording the expansion of the Boston stores, "Their business methods, always marked by sterling integrity drew customers and

⁴ Timeline drawn from the following sources: George E. Berkley, The Filenes. (Boston: International Pocket Library) 1998; Stacy Holmes, "A Brief History of Filene's" (Boston: William Filene's Sons Company) 1958, revised 1972; The Filene Book. (Boston: William Filene's Sons Company) ca. 1923.

⁵ "Boston's Great Specialty Store: Remarkable Growth in Size and Popularity in Five Years of Filene's," *Boston Daily Globe*. November 27, 1904, p.44.

⁶ Eventually Filene's did expand their merchandizing efforts to include goods other than clothing.

⁷ George E. Berkley, The Filenes. (Boston: International Pocket Library) 1998, p.17-18.

In the second section, the author details the challenges faced during the implementation of the new system. It highlights the need for thorough training and support for all staff members involved. The document also addresses the concerns of stakeholders and provides a clear timeline for the project's completion.

The third part of the report focuses on the results of the implementation. It presents a comprehensive overview of the data collected and the trends observed. The author notes the positive impact of the new system on the organization's efficiency and productivity. The text also identifies areas for further improvement and suggests specific actions to be taken.

The final section of the document provides a summary of the key findings and conclusions. It reiterates the importance of continuous monitoring and evaluation to ensure the long-term success of the project. The author expresses confidence in the organization's ability to overcome future challenges and achieve its goals.

won and kept them as friends. So little by little, the business grew on a firm foundation of honest dealing..."⁸ Filene instilled his unorthodox approaches to management and service to customers in his sons, Edward and Lincoln, who employed these practices to unprecedented degrees, distinguishing Filene's among its contemporary retail establishments.

William Filene and Sons Co. and the Expansion of Filene's

Of William Filene's five children, Edward and Lincoln Filene distinguished themselves as merchandisers under their father's tutelage. Thus when William Filene's health required scaled-back participation in his expanding business shortly after the new store opened on Washington Street in 1890, Edward and Lincoln assumed its ownership, and rechristened the business William Filene and Sons Company. Under Edward and Lincoln Filene's stewardship, Filene's gradually expanded from a single five story building at 445-447 Washington Street devoted exclusively to women's ready-to-wear garments in 1890, to half a city block encompassing 445-463 Washington Street carrying ready-to-wear garments for both women and young girls in 1904, to its own purpose-built store designed by a nationally prominent architect in 1912 that carried ready-to-wear garments and accessories for all ages of both sexes. The growth of the store is not only recorded in its expanding plant, but in its enormous clientele. Opening day of the new Filene's store on September 3, 1912, drew over 235,000 people, which, as one account declared, amounted to a number "...three times as great as the total effective force of the United States Army, and more than a third as great as the entire population of the city of Boston..."⁹

Within ten years of the new store's opening, Filene's had expanded still further to include two adjacent buildings on Washington Street and two buildings on Franklin Street, the rear walls of which abutted the Washington Street buildings. By 1929, Filene's was ensconced in the entire parcel bound by Washington, Summer, Hawley, and Franklin streets.¹⁰ The building on the corner of Franklin and Hawley streets, known as the Jones, McDuffee and Stratton Company building prior to Filene's occupation of the space, is the only remaining building of the original annexes. The Jones, McDuffee and Stratton Company was a celebrated Boston establishment which operated from 1810 to roughly 1955, and sold crockery, china, glass, and pottery. Contemporary accounts described the company as, "the largest house in their line in the United States,"¹¹ and claimed "no American importer in this line is more favorably known in the foreign and

⁸ "Keeping Apace with Demands of the Trade: Filene's Soon to Occupy the Remodelled and Modernized Oliver Ditson Building." *Boston Daily Globe*. April 23, 1900, p.5.

⁹ "Made a Holiday: All Boston Out to See new Filene Store. More than 235,000 Persons Inspect its Every Floor." *Boston Daily Globe*. September 4, 1912, p.13.

¹⁰ Stacy Holmes. *A Brief History of Filene's*. (Boston: Filene's) 1958, revised 1972, p. 22.

¹¹ "Best in Country: Jones, McDuffee & Stratton China and Gladd Famous for Quality," *The Boston Daily Globe*. December 22, 1904, p.7.

American potteries and glass houses.”¹² Demolition of the remaining six buildings at the corner of Washington and Franklin streets occurred initially in 1951, to accommodate a service addition on Hawley Street, and continued in 1972 to accommodate the Sumner Schein addition.

Innovation in Management and Merchandizing

Filene's not only grew to encompass an entire city block under Edward and Lincoln's management, it also became an internationally regarded model of employer and employee relations as well as of innovative merchandizing. Following their father's lead, Edward and Lincoln established an unprecedented system of employee empowerment beginning in the mid 1890s when they formalized William Filene's weekly brainstorming sessions by inviting employees to gather on Friday evenings to discuss improving the operations of the store. Prominent speakers such as Charles Eliot and Louis Brandeis were later invited to address these assemblies, and an employee library was established. By the late 1890s, a Welfare Director, charged with ensuring the well being of the work force was appointed. This was followed by the establishment of a health insurance policy.

These efforts to empower employees culminated in the organization of the Filene Cooperative Association (FCA) in 1899. According to the preamble of the FCA's constitution, the organization was established “to give its members a voice in their government, to increase their efficiency and add to their social opportunities, to create and sustain a just and equitable relation between employee and employer.”¹³ FCA membership was open to all employees who wanted to join and assured each, regardless of his or her position, an equal vote in its deliberations. The organization operated all employee functions which included an employee-run restaurant, library, and the medical insurance fund. It also became a forum for addressing issues with store policies. Furthering employee participation in the running of the business, the Filenes established a Board of Arbitration comprised of FCA-elected members to “hear, determine and have final jurisdiction over grievances or disputes and working conditions.”¹⁴ In addition to participating in store management, the FCA sponsored numerous social groups including a band, theater group, and men's and women's clubs, as well as a newsletter. Gradually, Edward and Lincoln introduced a corporate profit sharing plan that made the FCA shareholders in the business. With this foundation in place, the Filenes hoped, ultimately, that the store's employees would one day own and operate the business. (The employees, however, did not share that aspiration, and would never own the store).

¹² “At the Corner of Franklin and Hawley streets: New Store for the Jones, McDuffee & Stratton Co Will be Erected.” *The Boston Daily Globe*. February 3, 1905, p.12.

¹³ Berkley, 111-112.

¹⁴ Berkley, 112.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and a summary of the key findings. It reiterates the importance of the study and the need for continued research in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites the various sources used in the study and provides a comprehensive overview of the literature in this area.

7. The seventh part of the document includes a list of appendices and a glossary. It provides additional information and definitions for the terms used in the study.

8. The eighth part of the document includes a list of figures and a list of tables. It provides a detailed description of the visual elements used in the study.

9. The ninth part of the document includes a list of footnotes and a list of references. It provides additional information and citations for the study.

10. The tenth part of the document includes a list of appendices and a list of tables. It provides additional information and definitions for the terms used in the study.

The Filenes were innovators not only in management, but in merchandizing as well. Edward's brainchild, Filene's Basement, is perhaps the most famous of these revolutionary ideas. Filene's Basement was introduced in 1909 as the Tunnel Bargain Basement, named for its proximity to the Washington Street subway tunnel (today's orange line tunnel) which opened in 1908 and ran beneath the Washington Street stores. It was later christened the Automatic Bargain Basement before becoming the Filene's Basement of today. The novelty of the operation was not in offering bargain prices, but in the practice of systematically marking down originally offered prices twenty-five percent every six days until after thirty days the unsold goods were donated to charity. The model reflected the Filenes' commitment to providing useful services that served a common good as it prevented unnecessary waste while providing customers with low-cost goods, and serving retailers looking to unload perfectly acceptable but unsold stock at the end of a season.

For their pioneering efforts in labor relations and marketing innovations, the Filenes attracted significant attention throughout the United States and Europe. Articles appeared in newspapers and magazines and sociologists came to observe the labor principles in action¹⁵ Further notice was attracted with the publication of each of the brothers' first books, Lincoln's, The Merchant's Horizon, and Edward's, The Way Out: A Forecast of Coming Changes in American Industry in 1924, as they strove to disseminate their ideas beyond the management of the store. These were followed by many publications by both brothers. Edward, in particular, became a high-profile advocate of reform and citizens' rights, earning speaking engagements at Chambers of Commerce across the country. While the Filenes' ideas were not universally accepted, the store's success could not be denied, and the brothers were widely recognized as leaders in the retail industry.

Edward and Lincoln: Contributions beyond Filene's

Edward and Lincoln's quest for socially responsible management of their business laid the foundation for their considerable contributions beyond the store's operations. Both brothers applied the co-operative approach of their own store's management to the larger retail world in an attempt to improve the efficiency of the services that they and their fellow retailers provided. Edward Filene, for example, played a leading role in establishing the first United States Chamber of Commerce in 1911, and later the first International Chamber of Commerce, for which he served as the first American Vice President. In a similar vein, Lincoln Filene established the Retail Research Association for the purpose of exchanging information among retailers, the compilation of which would assist all of them in their merchandizing efforts, which ultimately would better serve customers as well. The Retail Research Association then organized the Associated Merchandising Corporation, headed by Lincoln Filene, to facilitate joint purchasing efforts across the globe to the benefit of all.

¹⁵ Berkley, 118.

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In addition to their efforts to introduce co-operative approaches to retailing, Edward and Lincoln Filene involved themselves in struggles for social justice, including Lincoln's role as a major mediating force to settle the 1910 Garment Industry Strike in New York City, and Edward's creation of the Public Franchise League to thwart the Boston Elevated Company's attempts to obtain exclusive rights to build and operate the Washington Street subway line. Edward's efforts extended even further to include a leading role in introducing and promoting credit unions, or "people's banks," to the United States, and his organization of the Twentieth Century Fund, established to research and propose solutions to pressing public issues and to offer financial assistance to organizations carrying out the fund's objectives. For these and other outstanding contributions to the public welfare, the brothers were remembered in their New York Times obituaries for their civic mindedness above their record sales achievements. As Edward's obituary read, "Mr. Filene for the last two decades had been known not so much as the head of a great Boston department store of William Filene Sons Company as for his unflagging zeal for social betterment of the United States."¹⁶

3.2 Architectural Significance

Though the entire parcel of the four interconnected buildings that comprise the Filene's complex reflects the growth of this most significant retail establishment, and is thereby imbued with historic significance (with additional historic significance for the 1905 building for its association with the Jones, McDuffee, and Stratton Company), the 1912 building at the corner of Washington and Summer streets is further distinguished for its architectural significance. Daniel Burnham, the nationally renowned Chicago-based architect and urban planner designed the purpose-built Filene's store, though he did not live to see its completion. Filene's was his last major commission, the only example of his work in the Commonwealth, and one of just three examples of his work in New England.¹⁷ Burnham with his partner John Root, had earned a reputation as one of this country's premier architects and urban planners with works that included the Rookery, Montauk, Reliance, and Monadnock buildings in Chicago, as well as plans for the 1893 World's Columbian Exposition, for which Burnham served as lead architect, and urban plans for central Washington, D.C., Chicago, Cleveland, San Francisco, and Manila. But it was Burnham's reputation as "the foremost specialist in department store architecture,"¹⁸ that earned him the commission for the Filene's store, despite an outcry from local architects against hiring a non-local architectural firm.¹⁹ Burnham's major department store commissions

¹⁶ "Edward A. Filene, 77 Dies in Paris," *The New York Times*. September 26, 1937, p. 51.

¹⁷ Thomas Hines. *Burnham of Chicago*. (New York: Oxford University Press) 1974, p. 371-383. The other two works in New England are the Violet K. Whittaker House in Bar Harbor, Maine of 1885, and the Kent Memorial Library in Suffolk, Connecticut of 1899.

¹⁸ Edward A. Filene Letter to the Editor, *The Boston Herald*. September 13, 1911.

¹⁹ "The Architect's Complaint," *The Boston Herald*. September 9, 1911.

included the Marshall Field store in Chicago, the Wanamaker stores in Philadelphia and New York, and the Gimbel store in New York.

Burnham's Filene's building was celebrated by architectural periodicals and the local press as a bold adaptation of historical forms to meet modern-day commercial needs. Specifically, its architectural allusions to the Italian Renaissance were embraced as fitting tributes to the expansion and the innovations of the business it housed. The architectural journal, *The Brickbuilder*, declared that the new store stood as "a building indicative of our great commercial life and a frank expression of modern ideas. It stands the resultant of a long cherished ideal—the house of a great and distinctive business... The Italian Renaissance, adapted to present-day needs, furnishes another example of how a unity of expression may be engendered by a variety of motives and a contrast in color so important in the production of a vigorous art."²⁰ The *Boston Daily Globe* reported that, "The Italian Renaissance and the application of architectural ideas taken from a period of great commercial expansion and keen intellectual growth seem singularly suited to the interpretation of the modern business ideals."²¹

While the architecture of the Italian Renaissance may have served as inspiration for the overall massing and detailing of the building, the steel structure beneath the terra cotta façade allowed for a "modern" expression that reflected the influence of the Chicago School, specifically the large space devoted to fenestration, allowing for maximum infiltration of light and air. The steel frame also allowed for an open, spacious interior with few structural members interfering with sales space. The abundance of floor space allowed for the addition of departments serving men and boys. The expression of the interior was further distinguished by its layout. Instead of traditional aisles, the floors were laid out in streets lined with individual specialty shops, modeled on Parisian booths and the shopping arcades of London; Center and Main streets paralleled one another, running from Hawley Street to Washington Street, and Cross Street bisected the two, running from Summer Street to the northern interior wall of the store. Additional features serving customers of the store included barber shops for men and children, hair dressers for women, a restaurant, tea room and men's café. Space devoted to employees included an employee cafeteria, kitchen, and ice plant, roof recreation fields, assembly hall, committee rooms, hospital, library, baths and a men's smoking room.²²

Associated with Daniel Burnham and Company for the design of the 1912 building was the local architectural firm of Parker, Thomas, and Rice, a leading architectural office in Boston for roughly forty years. Parker, Thomas, and Rice

²⁰ "The New Filene Store Building, Boston, Mass." *The Brickbuilder*. v. 21, September 1912, p. 247.

²¹ "New Filene Building Imposing addition to City's mercantile Structures," *The Boston Daily Globe*. September 1, 1912, p. 49.

²² "The New Filene Store Building, Boston, Mass." *The Brickbuilder*. v. 21, September 1912, p. 247.

were affiliated with many large building projects in Boston including the State Street Trust Company Building at 10 Congress Street, the Minot Building at 103-111 Devonshire Street, the Columbian National Life Insurance Building at 77-83 Franklin Street, and the United Shoe Machinery Corporation building, a designated Boston Landmark, at 34-66 High Street. Incidentally, Arthur Rice, who joined Parker and Thomas in 1907, previously had a partnership with William Peters, with whom he designed the 1905 Jones, McDuffee, and Stratton Company building now occupied by Filenes at the corner of Franklin and Hawley streets. Peters and Rice maintained their small practice from 1896-1906.

The architectural significance of the 1912 Filene's building is also tied to its survival as one of the few remaining large retail establishments that rendered Washington Street the retail hub of New England in the late nineteenth and early twentieth centuries. Washington Street, once the only connection between downtown Boston and the mainland of Roxbury, has long been a highly trafficked thoroughfare. The downtown stretch of the road was transformed beginning in the mid nineteenth century from a residential to a commercial neighborhood. By the late nineteenth century, as part of the rebuilding efforts after the fire of 1872, early skyscrapers and office buildings housing retailers of all kinds attracted throngs of people to the district. Large retail stores were concentrated on Washington and Tremont streets and in addition to Filene's included Jordan Marsh, R.H. White, C. Crawford and Hollidge, and Gilchrist department stores. The late nineteenth and early twentieth century buildings that housed these establishments were demolished in the 1960s and 1970s, except for Gilchrist's building which stands at 431-439 Washington Street, across from Filene's.²³ Due to the longevity of Filene's, Burnham's building has survived with all but its street level storefronts intact.

The mid and late twentieth century additions to the Filene's plant do not possess the same degree of architectural distinction as the original Filene's store. The architect of the 1951 addition on Hawley Street has not been identified, but as the building was designed as a service structure, no particular attention appears to have been paid to the expression of the façade. The 1973 addition was designed by Sumner Schein Architects, a local architectural firm specializing in the design of shopping malls. Sumner Schein, founder of the firm, was regarded as a pioneer of supermarket design in the 1930s-1950s. His firm is credited with designing some of the first enclosed malls in the country.²⁴ The Filene's addition, while representative of its era, is not particularly compatible with the historic buildings it abuts.

²³ The 1890 Jordan Marsh Building was demolished in 1976, the 1877 R.H. White building was demolished in 1977, and the Crawford Hollidge department store building was demolished ca. 1969.

²⁴ "Sumner Schein, 99 Pioneered Supermarket Design," *The Boston Globe*. January 15, 1998, p. F12.

3.3 Relationship to Criteria for Landmark Designation

The Filene's complex meets the criteria for Landmark designation found in section four of Chapter 772 of the Acts of 1975 as amended, under the following criteria:

- A. *as a structure included in the National Register of Historic Places as provided in the National Historic Preservation Act of 1966.*** The 1912 purpose-built Filene's store was listed on the National Register of Historic Places in 1986.
- B. *as a structure at which events occurred that have made an outstanding contribution to, and are identified prominently with an important aspect of the cultural, political, economic, and social history of the city, the commonwealth, the New England region, and the nation.*** As a prominent local business that advanced progressive management and merchandizing practices that attracted national attention and influenced the retail industry nationwide, the Filene's complex is integrally associated with the cultural, economic, and social history of the city, the Commonwealth, the New England region, and the Nation. The 1905 Jones, McDuffee, and Stratton Company building achieves additional historic significance apart from its association with Filene's as the purpose-built store for the Jones, McDuffee, and Stratton Company, recognized as one of the largest importers of glass and pottery in the United States in the early twentieth century, in business from 1810-1955.
- C. *As a structure associated significantly with the lives of outstanding historic personages.*** Edward and Lincoln Filene, nationally renowned individuals who figured prominently as leaders in the retail industry as well as in the arena of advancing social justice, lend the Filene's complex additional significance for their contributions as outstanding historic personages.
- D. *As a notable work of an architect whose work influenced the development of the nation.*** As the only building in the Commonwealth, and one of just three in New England designed by Daniel Burnham, a nationally prominent architect and urban planner, the original purpose-built Filene's building achieves additional architectural significance at the regional level.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

4.0 ECONOMIC STATUS

4.1 Current Assessed Value

According to the City of Boston Assessor's records, the four interconnected buildings that comprise parcel # 0304584010, have a total assessed value of \$43,878,000.00 with the land valued at \$18,138,500.00 and the buildings valued at \$25,739,500.00.

4.2 Current Ownership

According to the City of Boston Assessor's records, parcel #0304584010 is owned by Adcor Realty Corp, 611 Olive Street #1300 St Louis, MO. Adcor Realty Corp is a subsidiary of May Department Stores Company. However, at the time of the merger between Federated Department Stores, Inc., and the May Department Stores Company in March of 2005, Federated Department Stores, Inc., took possession of the parcel. Federated Department Stores, Inc. announced in September of 2005 that the property would be sold. A new owner has not yet taken possession of the parcel.

4. The final part of the document provides a summary of the overall findings and offers recommendations for future action. It stresses the need for ongoing monitoring and evaluation to ensure that the system remains effective and efficient.

5.0 PLANNING CONTEXT

5.1 Background

Filene's was run as an independent business from its founding in 1851 until 1929 when William Filene's Sons Company merged with Abraham & Strauss, Inc., Bloomingdales, and F& R Lazarus, to form Federated Department Stores Inc. Federated Department Stores Inc. retained ownership of the William Filene's Sons Company until 1988 at which point it sold the William Filene's Sons Company to the May Department Stores Company. Filene's was a division of the May Department Stores Company until the merger of Federated Department Stores, Inc. with the May Department Stores Company in March of 2005.

Filene's has occupied the buildings within the city block bound by Washington, Summer, Franklin, and Hawley streets since 1929. (The BRA owns the small paved park at the corner of Washington and Franklin streets). The store's occupation of this block was initiated with the erection of the building at the corner of Washington and Summer streets in 1912. Expansion into the buildings that predated the 1912 store on Washington and Franklin streets occurred gradually through the 1920s. The service building on Hawley Street was erected in 1951. Demolition of six buildings occurred in 1972 in preparation for the erection of the current addition at the corner of Washington and Franklin streets in 1973. The only remaining building on the parcel that predates the purpose-built Filene's store is the building at the corner of Franklin and Hawley streets which dates to 1905. The entire building envelope contained within this parcel is currently being offered for sale and Filene's will vacate the buildings by the end of April. The exception is Filene's Basement, under separate ownership, which holds a long-term lease on their space. Federated Department Stores Inc. expects to maintain a ground floor retail presence in the 1912 purpose built Filene's store at least through the summer months of 2006.

5.2 Current Planning Issues

The 1912 purpose-built Filene's store was listed on the National Register of Historic Places in 1986. At that time the Boston Landmarks Commission (BLC) received a petition for Landmark designation of the entire Filene's complex bounded by Washington, Summer, Franklin, and Hawley streets, submitted by ten registered voters. The petition was accepted by the BLC for further study and was placed on a list of properties pending Landmark designation. Because of the good stewardship by the owners and occupants of the buildings, a study report was not immediately produced as the designation of threatened buildings took precedence. Since accepting the petition, exterior alterations to the complex have been reviewed under Accelerated Design Review by the BLC.

In March of 2005, when Federated Department Stores, Inc. merged with the May Department Stores Company, Federated Department Stores, Inc. took position of

the parcel at 426 Washington Street. At that time, Federated Department Stores, Inc. announced that it would convert most of May Department Stores Company's regional stores, which included Filene's, into Macy's stores.²⁵ Given the proximity of the Filene's complex at 426 Washington Street to a Macy's Department store, Federated announced in July 2005 that Filene's would close. The announcement that the complex of buildings would be sold followed in September of 2005.²⁶ The sale of the property is currently under negotiation.

The Filene's complex presents a significant development opportunity. In an effort to increase the twenty-four hour activity in Downtown Crossing, the Boston Redevelopment Authority (BRA) is encouraging a development plan that incorporates a strong retail presence with a residential, and possibly a hotel component. A desirable scheme would locate retail activity at the ground floor level in the location of the 1973 Sumner Schein addition, as well as in the first three stories of the 1912 purpose-built Filene's store. To facilitate retail activity, the BRA would like to reevaluate the current accommodation of fast-food windows at the storefront levels of the existing buildings with the possible goal of re-opening enclosed storefronts. The current paved triangular park at the corner of Washington and Franklin streets, which is owned by the BRA, will also require renovation. The BRA views the location of the 1973 Sumner Schein addition as the primary opportunity for new construction and additional height. A final consideration of the development plan will be the accommodation of parking, which the possible addition of residential and/or hotel space to this historically commercial complex will necessitate.

²⁵ "Federated to Turn Most May Stores into Macy's," *The Boston Globe*. March 1, 2005.

²⁶ "It's Official: Filene's Brand will be Gone," *The Boston Globe*. July 29, 2005; "Federated to Trim 1,110 jobs in Boston—Firm Will Also Sell Filene's Flagship," *The Boston Globe*. September 21, 2005.

5.3 Current Zoning

Parcel 0304584010 is located within the Midtown Cultural District General Area. As-of-Right maximum building height is 125'/155' with a Floor Area Ratio (FAR) of 8-10.

6.0 ALTERNATIVE APPROACHES

6.1 Alternatives available to the Boston Landmarks Commission:

A. Individual Landmark Designation

When the Central Business District was originally surveyed in 1980, the 1912 purpose-built Filene's store was recommended for listing on the National Register of Historic Places and for designation as a Boston Landmark. The building was subsequently listed on the National Register in 1986, and ten registered voters submitted a petition for designation of the entire parcel that same year. Designation shall correspond to Assessor's parcel 0304584010, ward 3, bound by Washington, Summer, Franklin, and Hawley streets, and shall address the following exterior elements, hereinafter referred to as the "Specified Exterior Features:"

- All exterior elevations of the 1912 purpose-built Filene's building and the 1905 Jones, McDuffee, and Stratton Company building.
- Exterior elevations of the sites of the 1951 and 1973 additions as they relate to additions, demolition, new construction, landscape/building site, accessibility, and archaeology.

B. Denial of Individual Landmark Designation

The Commission retains the option of not designating any or all of the Specified Exterior Features as a Landmark.

C. Preservation Restriction

The Commission could recommend the owner consider a preservation restriction for any or all of the Specified Exterior Features.

D. Preservation Plan

The Commission could recommend development and implementation of a preservation plan for the property.

E. National Register Listing

The 1912 purpose-built Filene's building is already listed on the National Register of Historic Places, but the Commission could recommend the owner pursue National Register listing for the 1905 Jones, McDuffee, and Stratton Company building, which would afford the building limited protection from federal, federally-licensed or federally-assisted activities, and make the property eligible for federal tax credits for substantial rehabilitation if the property is developed for income-producing purposes.

6.2 Impact of Alternatives:

A. Individual Landmark Designation

Landmark Designation represents the city's highest honor and is therefore restricted to cultural resources of outstanding architectural and/or historical significance. Landmark designation under Chapter 772 would require review of physical changes to the Specified Exterior Features of the property, in accordance with the standards and criteria adopted as part of the designation. Landmark designation results in listing on the State Register of Historic Places.

B. Denial of Individual Landmark Designation

Without Landmark designation, the City would be unable to offer protection to the Specified Exterior Features, or extend guidance to the owners under chapter 772.

C. Preservation Restriction

Chapter 666 of the M.G.L. Acts of 1969 allows individuals to protect the architectural integrity of their property via a preservation restriction. A restriction may be donated to or purchased by any governmental body or non-profit organization capable of acquiring interests in land and strongly associated with historic preservation. These agreements are recorded instruments (normally deeds) that run with the land for a specific term or in perpetuity, thereby binding not only the owner who conveyed the restriction, but also subsequent owners. Restrictions typically govern alterations to exterior features and maintenance of the appearance and condition of the property.

D. Preservation Plan

A preservation plan allows an owner to work with interested parties to investigate various adaptive use scenarios, analyze investment costs and rates of return, and provide recommendations for subsequent development. It does not carry regulatory oversight.

E. National Register

National Register listing provides an honorary designation and limited protection from federal, federally-licensed or federally-assisted activities. It creates incentives for preservation, notably the federal investment tax credits and grants through the Massachusetts Preservation Projects Fund from the Massachusetts Historical Commission. National Register listing provides listing on the State Register affording parallel protection for projects with state involvement and also the availability of state tax credits. Tax credits are not available to owners who demolish portions of historic properties.

7.0 RECOMMENDATIONS

Much more than a revered local business, Filene's embodies the visionary ideals of German immigrant, William Filene, and his sons Edward and Lincoln Filene, whose progressive approaches to management and merchandizing that advocated for employee empowerment and co-operative relationships between vendors drew national attention and transformed the retail industry. The original purpose-built Filene's store at the corner of Washington and Summer streets comprising half of the parcel is further distinguished as the last major commission and the only work in the Commonwealth of nationally prominent architect and urban planner, Daniel Burnham. The lone survivor of buildings that predate the construction of the Filene's store on the parcel is significant for its associations with the expansion of Filene's but also for its associations with its original tenant, the Jones, McDuffee, and Stratton Company, recognized as one of the largest American importers of glass and pottery in the country in the early twentieth century, in business from 1810-1955. Therefore, the staff of the Boston Landmarks Commission recommends that the Filene's Complex as described in Section 6.1A, be designated a Landmark under Chapter 772 of the Acts of 1975, as amended. The boundaries shall correspond to Ward 3, Parcel 0304584010, bound by Washington, Summer, Franklin, and Hawley streets.

8.0 GENERAL STANDARDS AND CRITERIA

8.1 Introduction

Per sections, 4, 5, 6, 7 and 8 of the enabling statute (Chapter 772 of the Acts of 1975 of the Commonwealth of Massachusetts, as amended) Standards and Criteria must be adopted for each Landmark Designation which shall be applied by the Commission in evaluating proposed changes to the property. The Standards and Criteria established thus note those features which must be conserved and/or enhanced to maintain the viability of the Landmark Designation. Before a Certificate of Design Approval or Certificate of Exemption can be issued for such changes, the changes must be reviewed by the Commission with regard to their conformance to the purpose of the statute.

The intent of these guidelines is to help local officials, designers and individual property owners to identify the characteristics that have led to designation, and thus to identify the limitation to the changes that can be made to them. It should be emphasized that conformance to the Standards and Criteria alone does not necessarily insure approval, nor are they absolute, but any request for variance from them must demonstrate the reason for, and advantages gained by, such variance. The Commission's Certificate of Design Approval is only granted after careful review of each application and public hearing, in accordance with the statute.

As intended by the statute a wide variety of buildings and features are included within the area open to Landmark Designation, and an equally wide range exists in the latitude allowed for change. Some properties of truly exceptional architectural and/or historical value will permit only the most minor modifications, while for some others the Commission encourages changes and additions with a contemporary approach, consistent with the properties' existing features and changed uses.

In general, the intent of the Standards and Criteria is to preserve existing qualities that cause designation of a property; however, in some cases they have been structured as to encourage the removal of additions that have lessened the integrity of the property.

It is recognized that changes will be required in designated properties for a wide variety of reasons, not all of which are under the complete control of the Commission or the owners. Primary examples are: Building code conformance and safety requirements; Changes necessitated by the introduction of modern mechanical and electrical systems; Changes due to proposed new uses of a property.

The response to these requirements may, in some cases, present conflicts with the Standards and Criteria for a particular property. The Commission's evaluation of an application will be based upon the degree to which such changes are in harmony with the character of the property. In some cases, priorities have been assigned within the Standards and Criteria as an aid to property owners in identifying the most critical design features. The treatments outlined below are listed in hierarchical order from least amount of intervention to the greatest amount of intervention. The owner, manager or developer should follow them in order to ensure a successful project that is sensitive to the historic landmark.

- ◆ **Identify, Retain, and Preserve** the form and detailing of the materials and features that define the historic character of the structure or site. These are basic treatments that should prevent actions that may cause the diminution or loss of the structure's or site's historic character. It is important to remember that loss of character can be caused by the cumulative effect of insensitive actions whether large or small.
- ◆ **Protect and Maintain** the materials and features that have been identified as important and must be retained during the rehabilitation work. Protection usually involves the least amount of intervention and is done before other work.
- ◆ **Repair** the character defining features and materials when it is necessary. Repairing begins with the least amount of intervention as possible. Patching, piecing-in, splicing, consolidating or otherwise reinforcing according to recognized preservation methods are the techniques that should be followed. Repairing may also include limited replacement in kind of extremely deteriorated or missing parts of features. Replacements should be based on surviving prototypes.
- ◆ **Replacement** of entire character defining features or materials follows repair when the deterioration prevents repair. The essential form and detailing should still be evident so that the physical evidence can be used to re-establish the feature. The preferred option is replacement of the entire feature in kind using the same material. Because this approach may not always be technically or economically feasible the commission will consider the use of compatible substitute material. The commission does not recommend removal and replacement with new material a feature that could be repaired.
- ◆ **Missing Historic Features** should be replaced with new features that are based on adequate historical, pictorial and physical documentation. The commission may consider a replacement feature that is compatible with the remaining character defining features. The new design should match the scale, size, and material of the historic feature.
- ◆ **Alterations or Additions** that may be needed to assure the continued use of the historic structure or site should not radically change, obscure or destroy character defining spaces, materials, features or finishes. The commission encourages new uses that are compatible with the historic structure or site and that do not require major alterations or additions.

In these guidelines the verb **Should** indicates a recommended course of action; the verb **Shall** indicates those actions which are specifically required to preserve and protect significant architectural elements.

Finally, the Standards and Criteria have been divided into two levels:

- ♦ **Section 8.3** - Those general ones that are common to all landmark designations (building exteriors, building interiors, landscape features and archeological sites).
- ♦ **Section 9.0** - Those specific ones that apply to each particular property that is designated. In every case the Specific Standards and Criteria for a particular property shall take precedence over the General ones if there is a conflict.

8.2 Levels of Review

The Commission has no desire to interfere with the normal maintenance procedures for the landmark. In order to provide some guidance for the landmark owner, manager or developer and the Commission, the activities which might be construed as causing an alteration to the physical character of the exterior have been categorized into:

A. Routine activities which are not subject to review by the Commission:

1. Activities associated with routine maintenance, including such items as: Housekeeping, pruning, fertilizing, mulching, etc.
2. Routine activities associated with seasonal installations which do not result in any permanent alterations or attached fixtures.

B. Activities which may be determined by the Executive Director to be eligible for a Certificate of Exemption:

1. Ordinary maintenance and repair involving no change in design, material, color and outward appearance, including such items as: Major cleaning programs (including chemical surface cleaning), repainting, planting or removal of limited number of trees or shrubs, major vegetation management.
2. In-kind replacement or repair.

C. Activities requiring Landmarks Commission review:

Any reconstruction, restoration, replacement, alteration or demolition (This includes but is not limited to surface treatments, fixtures and ornaments) such as: New construction of any type; removal of existing features or element; any alteration involving change in design, material color, location or outward appearance; major planting or removal of trees or shrubs, changes in landforms.

D. Activities not explicitly listed above:

In the case of any activity not explicitly covered in these Standards and Criteria, the Executive Director shall determine whether an application is required and if so, whether it shall be an application for a Certificate of Design Approval or Certificate of Exemption.

E. Concurrent Jurisdiction

In some cases, issues which fall under the jurisdiction of the Landmarks Commission may also fall under the jurisdiction of other city, state and federal boards and commissions such as the Boston Redevelopment Authority, the

4. The fourth part of the document discusses the implications of the findings and the potential applications of the research. It also highlights the limitations of the study and suggests areas for future research.

5. The fifth part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the research and the need for further investigation in this field.

6. The sixth part of the document includes a list of references and a list of figures. The references cite the works of other researchers in the field, while the figures provide a visual representation of the data.

7. The seventh part of the document is a concluding statement that summarizes the overall findings and the significance of the research. It expresses the hope that the results will contribute to the understanding of the subject matter.

Massachusetts Historical Commission and others. All efforts will be made to expedite the review process. Whenever possible and appropriate, joint meetings will be arranged.

8.3 General Standards and Criteria

1. The design approach to the property should begin with the premise that the features of historical and architectural significance described within the Study Report must be preserved. In general, this will minimize alterations that will be allowed.
2. Changes and additions to the property and its environment which have taken place in the course of time are evidence of the history of the property and the neighborhood. These changes to the property may have developed significance in their own right, and this significance should be recognized and respected. (The term **'later contributing features'** shall be used to convey this concept.)
3. Deteriorated materials and/or features, whenever possible, should be repaired rather than replaced or removed.
4. When replacement of features that define the historic character of the property is necessary, it should be based on physical or documentary evidence of original or later contributing features.
5. New materials should, whenever possible, match the material being replaced in physical properties and should be compatible with the size, scale, color, material and character of the property and its environment.
6. New additions or alterations should not disrupt the essential form and integrity of the property and should be compatible with the size, scale, color, material and character of the property and its environment.
7. New additions or related new construction should be differentiated from the existing thus, they should not necessarily be imitative of an earlier style or period.
8. New additions or alterations should be done in such a way that if they were to be removed in the future, the essential form and integrity of the historic property would be unimpaired.
9. Priority shall be given to those portions of the property which are visible from public ways or which it can be reasonably inferred may be in the future.
10. Surface cleaning shall use **the mildest method possible. Sandblasting, wire brushing, or other similar abrasive cleaning methods shall not be permitted.**
11. Should any major restoration or construction activity be considered for the property, the Boston Landmarks Commission recommends that the

proponents prepare an historic building conservation study and/or consult a materials conservator early in the planning process.

12. Significant archeological resources affected by a project shall be protected and preserved.

The General Standards and Criteria has been financed in part with funds from the National Park Service, U.S. Department of the Interior, through the Massachusetts Historical Commission, Secretary of State Michael Joseph Connolly, Chairman.

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9.0 EXTERIORS - SPECIFIC STANDARDS AND CRITERIA

Filene's Complex, 426 Washington Street, Boston, Massachusetts

9.1 Introduction

1. In these guidelines the verb **Should** indicates a recommended course of action; the verb **Shall** indicates those actions which are specifically required to preserve and protect significant architectural elements. The Commission reserves the right to issue certificates of design approval for projects which deviate from these guidelines.
2. The intent of these standards and criteria is to preserve the overall character and appearance of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building, including their exterior form, mass, and richness of detail.

In these guidelines there is a presumption that the words "**later contributing**" refer to features or elements up through and including Filene's 1929 expansion into the 1905 Jones, McDuffee, and Stratton Company building, including subsequent restorations.

3. The standards and criteria acknowledge that there will be changes to the exteriors of the buildings and to the site, and are intended to make the changes sensitive to the architectural character of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.
4. Subject to the Commission's findings that the standards of Sections 9.11 and 9.12 have been met, the Commission will allow later additions and/or alterations to the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building to be removed. Subject to the Commission's finding that the standard of Section 9.11(1) has been met, the Commission will allow the 1951 and 1973 additions to be removed.
5. Since it is not possible to provide one general guideline, the following factors will be considered in determining whether a later addition(s) and/or alteration(s) to the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building, can, or should, be removed. These factors shall not apply to the 1951 and 1973 additions.
 - a. Compatibility with the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building's integrity in scale, materials and character.

- b. Historic association with the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.
 - c. Quality in the design and execution of the addition/alteration.
 - d. Functional usefulness.
6. The exterior envelopes of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building are subject to the terms of the guidelines herein stated. The 1951 and 1973 additions are subject to the terms, of the guidelines herein stated *only as they pertain to additions, demolition, new construction, landscape/building site, accessibility, and archaeology* to assure that alterations, additions or replacements create an appropriate context for the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.
7. Items under Commission review include but are not limited to the following: exterior walls, masonry, wood, architectural metals, windows, storefronts, entrances and doors, ironwork, roofs, roof projections, additions, signs, marquees, and awnings, exterior lighting, demolition of exterior elements, new construction, landscape/building site, accessibility, and archaeology. No interior elements will be subject to Commission review, except as required by Section 9.10(9) and in cases in which changes to floor plates or floor levels are visible from public ways.
8. The Commission recognizes that physical alterations may be required to adapt the Filene's complex to multi-tenant retail, office, hotel, residential or other non-department-store use. In particular, the adaptation of the Filene's complex to multi-tenant retail use may require a separate visual identity for each retail premises. Accordingly, in applying these guidelines, the Commission will consider variations in the design of storefronts, signage, lighting, paint color or other identifying features of individual retail premises within a consistent design framework, as set forth below.
9. In these guidelines, the term **Primary Elevation** means the elevations of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building fronting a public way, and the term **Secondary Elevation** means the elevations of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building interior to the parcel.
10. In these guidelines, the term **Tenant Identity Guidelines** refers to the guidelines to be approved by the Commission as referenced in Section 9.4. The Tenant Identity Guidelines to be approved by the Commission will be developed consistent with the outline and Exhibits attached to these standards and criteria as **Attachment 1**.

4. The fourth part of the document discusses the implications of the findings. It highlights the potential applications of the research in various fields and the need for further investigation in this area.

5. The fifth part of the document provides a conclusion and a summary of the key points. It reiterates the importance of the research and the need for continued efforts in this field.

6. The final part of the document includes a list of references and a bibliography. It cites the various sources used in the research and provides a comprehensive overview of the literature in this area.

9.2 Exterior Walls

A. General

1. No new openings shall be allowed on Primary Elevations, except that original or later contributing openings which have previously been eliminated may be re-created and except that new openings on the Hawley Street Primary Elevation may be allowed if it is not feasible to provide adequate fresh air intake or exhaust without such openings. New openings will be allowed on Secondary Elevations.
2. No original existing openings on the Primary Elevations shall be filled or changed in size except that replacement of glass in existing openings on Primary Elevations with louvers necessary for fresh air intake will be considered if it is not feasible to provide adequate fresh air intake or exhaust without such louvers. Louvers or grilles to provide fresh air intake or exhaust also will be allowed on Secondary Elevations.
3. No exposed conduit visible from public ways shall be allowed on any elevation.
4. Original or later contributing projections shall not be removed.
5. The Boston Landmarks Commission recommends that work proposed to the materials outlined in sections B, C and D of this Section 9.2 be executed with the guidance of a professional building materials conservator.

B. Masonry (Brick, Stone, Terra Cotta, Concrete, Stucco and Mortar)

1. All masonry materials shall be preserved.
2. Original or later contributing masonry materials, features, details, surfaces and ornamentation shall be retained and, if necessary, repaired by patching, piecing-in, or consolidating the masonry using recognized preservation methods.
3. Deteriorated or missing masonry materials, features, details, surfaces and ornamentation shall be replaced with material and elements which match the original in material, color, texture, size, shape, profile and detail of installation.
4. When replacement of materials or elements is necessary, it should be based on physical or documentary evidence.

5. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.
6. Original mortar shall be retained.
7. Deteriorated mortar shall be carefully removed by hand-raking the joints, except as approved in sub-section 8 below.
8. Use of mechanical saws and hammers may be allowed subject to review and approval by staff of the Boston Landmarks Commission.
9. Repointing mortar shall duplicate the original mortar in strength, composition, color, texture, joint size, joint profile and method of application.
10. Sample panels of raking the joints and repointing shall be reviewed and approved by the staff of the Boston Landmarks Commission.
11. Cleaning of masonry is discouraged and should be performed only when necessary to halt deterioration.
12. If the building is to be cleaned, **the mildest method possible** shall be used.
13. A test patch of the cleaning method(s) shall be reviewed and approved on site by staff of the Boston Landmarks Commission. Test patches should always be carried out well in advance of cleaning (including exposure to all seasons if possible).
14. **Sandblasting (wet or dry), wire brushing, or other similar abrasive cleaning methods shall not be allowed.** Doing so changes the visual quality of the material and accelerates deterioration.
15. Waterproofing or water repellents are strongly discouraged. These treatments are generally not effective in preserving masonry and can cause permanent damage. The Commission does recognize that in extraordinary circumstances their use may be required to solve a specific problem. Samples of any proposed treatment shall be reviewed by the Commission before application.
16. In general, painting masonry surfaces shall not be allowed. Painting masonry surfaces will be considered only when there is documentary evidence that this treatment was used at some point in the history of the property.

C. Wood

1. All original or later contributing wood materials shall be preserved.
2. Original or later contributing wood surfaces, features, details and ornamentation shall be retained and, if necessary, repaired by patching, piecing-in, consolidating or reinforcing the wood using recognized preservation methods.
3. Deteriorated or missing wood surfaces, features, details and ornamentation shall be replaced with material and elements which match the original in material, color, texture, size, shape, profile and detail of installation.
4. When replacement of materials or elements is necessary, it should be based on physical or documentary evidence.
5. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.
6. Cleaning of wooden elements shall use **the mildest method possible**.
7. Paint removal should be considered only where there is paint surface deterioration or where lead-based paint removal is required and as part of an overall maintenance program which involves repainting or applying other appropriate protective coatings. Coatings such as paint help protect the wood from moisture and ultraviolet light and stripping the wood bare will expose the surface to the effects of weathering.
8. Damaged or deteriorated paint should be removed to the next sound layer using **the mildest method possible**.
9. **Propane or butane torches, sandblasting, water blasting or other abrasive cleaning and/or paint removal methods shall not be allowed.** Doing so changes the visual quality of the wood and accelerates deterioration.
10. Except for storefronts and entrances which are subject to the Tenant Identity Guidelines, repainting should be based on paint seriation studies. If an adequate record does not exist repainting shall be done with colors that are appropriate to the style and period of the building.

D. Architectural Metals (including but not limited to Cast Iron, Steel, Pressed Tin, Copper, Aluminum and Zinc)

1. All original or later contributing metal materials, including the Filene's clocks on the Summer and Washington Street elevations of the 1912

purpose-built Filene's store (subject to Item 7 below), as well as the bells on the 1912 purpose-built Filene's store shall be preserved.

2. The Filene's clocks and the bells shall be maintained in working order.
3. Original or later contributing metal materials, features, details and ornamentation shall be retained and, if necessary, repaired by patching, splicing or reinforcing the metal using recognized preservation methods.
4. Deteriorated or missing metal materials, features, details and ornamentation shall be replaced with material and elements which match the original in material, color, texture, size, shape, profile and detail of installation.
5. When replacement of materials or elements is necessary, it should be based on physical or documentary evidence.
6. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.
7. The Filene's Logo on the clocks may be removed and replaced with review and approval by the commission of the replacement element.
8. Cleaning of metal elements either to remove corrosion or deteriorated paint shall use **the mildest method possible**.
9. Abrasive cleaning methods, such as low pressure dry grit blasting, may be allowed as long as it does not abrade or damage the surface.
10. A test patch of the cleaning method(s) shall be reviewed and approved on site by staff of the Boston Landmarks Commission. Test patches should always be carried out well in advance of cleaning (including exposure to all seasons if possible).
11. Cleaning to remove corrosion and paint removal should be considered only where there is deterioration and as part of an overall maintenance program which involves repainting or applying other appropriate protective coatings. Paint or other coatings help retard the corrosion rate of the metal. Leaving the metal bare will expose the surface to accelerated corrosion.
12. Except for storefronts and entrances which are subject to the Tenant Identity Guidelines, repainting should be based on paint seriation studies. If an adequate record does not exist repainting shall be done with colors that are appropriate to the style and period of the building.

9.3 Windows

Refer to Sections 9.2 B, C and D regarding treatment of materials and features.

1. All original and later contributing windows shall be preserved.
2. Subject to Section 9.2 A 1 and 2, the original window design and arrangement of window openings on Primary Elevations shall be retained.
3. Enlarging or reducing window openings for the purpose of fitting stock (larger or smaller) window sash or unit air conditioners shall not be allowed.
4. Removal of window sash and the installation of permanent fixed panels to accommodate unit air conditioners shall not be allowed, except that louvers or grilles to provide fresh air intake or exhaust may be allowed as provided in Section 9.2 A 1 and 2.
5. Original or later contributing window elements, features (functional and decorative), details and ornamentation shall be retained and, if necessary, repaired by patching, splicing, consolidating or otherwise reinforcing using recognized preservation methods. Replacing single-pane glass with insulating glass and replacing operable windows with non-operable windows or vice-versa may be allowed.
6. Deteriorated or missing window elements, features (functional and decorative), details and ornamentation shall be replaced with material and elements which match the original in material, color, texture, size, shape, profile, configuration and detail of installation.
7. When replacement is necessary, it should be based on physical or documentary evidence.
8. Vinyl or vinyl clad replacement sash shall not be allowed. Aluminum replacement sash may be allowed above the second floor level provided that the design detail of the historic windows can be matched.
9. If aluminum replacement sash is approved by the commission, historic color duplication, custom contour panning, incorporation of either an integral muntin or 5/8" deep trapezoidal exterior muntin grids and spacer bars, where applicable, retention of the same glass to frame ratio, matching of the historic reveal, and duplication of the frame width, depth, and such existing decorative details as arched tops shall all be components in aluminum replacements.

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861.

2. The second part is a report from the Secretary of the Treasury, dated January 1, 1861.

3. The third part is a report from the Secretary of the Interior, dated January 1, 1861.

4. The fourth part is a report from the Secretary of the Navy, dated January 1, 1861.

5. The fifth part is a report from the Secretary of the War, dated January 1, 1861.

6. The sixth part is a report from the Secretary of the State, dated January 1, 1861.

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8. The eighth part is a report from the Secretary of the Navy, dated January 1, 1861.

9. The ninth part is a report from the Secretary of the War, dated January 1, 1861.

10. The tenth part is a report from the Secretary of the Navy, dated January 1, 1861.

10. Tinted or reflective-coated glass shall not be allowed. Low E glass treated with the lowest level of coating necessary to achieve energy code compliance will be allowed.
11. Vinyl panning of the wood frame and molding shall not be allowed.
12. Exterior combination storm windows may be allowed provided the installation has a minimal visual impact. However, use of interior storm windows is encouraged.
13. Exterior combination storm windows shall have a narrow perimeter framing that does not obscure the glazing of the primary window. In addition, the meeting rail of the combination storm window shall align with that of the primary window.
14. Storm window sashes and frames shall have a painted finish that matches the primary window sash and frame color.
15. Clear or mill finished aluminum frames shall not be allowed.
16. Exterior storm windows shall not be allowed for arched windows, leaded glass, faceted frames, or bent (curved) glass.
17. Except for storefronts and entrances which are subject to the Tenant Identity Guidelines, window frames and sashes should be of a color based on paint seriation studies. If an adequate record does not exist repainting shall be done with colors that are appropriate to the style and period of the building.

9.4 Storefronts

Refer to Sections 9.2 B, C and D regarding treatment of materials and features; and Sections 9.3, 9.5, 9.10, 9.11 and 9.14 for additional Standards and Criteria that may apply.

1. The Commission acknowledges that no intact original or later contributing storefronts appear to survive on the 1912 purpose-built Filene's store or the 1905 Jones, McDuffee, and Stratton building except for the mezzanine windows on the 1905 Jones, McDuffee, and Stratton building, and that new storefronts may be proposed to accommodate new retail or other tenants. Such proposed new storefronts should be confined to the area below the top of the original canopy on the 1912 purpose-built Filene's store and below the stone lintel atop the two-story columns on the 1905 Jones, McDuffee, and Stratton building. Such new storefronts shall be

subject to this Section 9.4, Section 9.9 below, and any Tenant Identity Guidelines approved by the Commission.

The structural pier covers separating storefronts on the 1912 purpose-built Filene's store shall be extended to grade. Such pier covers are considered under these guidelines to be part of the building walls rather than part of tenant identity zones and, accordingly, are subject to Section 9.2.

2. If any original or later contributing storefront materials or features (functional and decorative) are found to exist, they should be retained if they are not fragmentary or lacking architectural integrity. In such case, they shall, if necessary, be repaired by patching, splicing, consolidating or otherwise reinforcing using recognized preservation methods and shall not be sheathed or otherwise obscured by other materials. The Commission may allow removal of the original mezzanine windows on the 1905 Jones, McDuffee, and Stratton building.
3. Roll-down metal grates or grilles shall not be allowed on the exterior of a storefront. All security devices should be located in the interior.
4. Removal of transoms and installation of permanent fixed panels to accommodate unit air conditioners shall not be allowed except that louvers or grilles to provide fresh air intake or exhaust may be allowed as provided in Section 9.2 A 1 and 2.

9.5 Entrances/Doors

Refer to Sections 9.2 B, C and D regarding treatment of materials and features; and Sections 9.4, 9.10 and 9.14 for additional Standards and Criteria that may apply.

1. The Commission acknowledges that no intact original or later contributing entrances appear to survive, and that new or reconfigured entrances, including both individual tenant entrances and common entrances, may be proposed to accommodate new retail or other tenants. Such proposed new entrances shall be subject to this Section 9.5, Section 9.9 below, and any Tenant Identity Guidelines approved by the Commission.
2. Enlarging or reducing entrance/door openings for the purpose of fitting stock (larger or smaller) doors shall not be allowed.
3. If any original or later contributing entrance materials, elements, details or features (functional and decorative) are found to exist, they should be retained if they are not fragmentary or lacking architectural integrity. In such case, they shall, if necessary, be repaired by patching, splicing,

4. The fourth part of the document discusses the consequences of failing to maintain accurate records. It states that individuals who fail to comply with the requirements may be subject to fines and penalties, and may also be liable for civil damages.

consolidating or otherwise reinforcing using recognized preservation methods and shall not be sheathed or otherwise obscured by other materials.

4. Light fixtures illuminating entrances/doors should not be affixed to the face of the building.
5. Light fixtures illuminating entrances/doors shall be of a design and scale that is appropriate to the style and period of the building and should not imitate styles earlier than the building. Contemporary light fixtures will be considered, however.

9.6 Ironwork (includes Fire Escapes, Balconies and Window Grilles.)

Refer to Section 9.2 D regarding treatment of materials and features.

1. New balconies shall not be allowed on Primary Elevations.
2. New balconies may be allowed on Secondary Elevations if they are required for safety and an alternative egress route is clearly not possible.
3. Fixed diagonal fire stairways shall not be allowed.
4. The installation of security grilles may be allowed on Secondary Elevations.
5. Except for storefronts and entrances, which are subject to the Tenant Identity Guidelines, ironwork elements should be of a color based on paint seriation studies. If an adequate record does not exist repainting shall be done with colors that are appropriate to the style and period of the building/entrance.

9.7 Roofs

Refer to Section 9.2 B, C and D regarding treatment of materials and features; and Sections 9.8 and 9.9 for additional Standards and Criteria that may apply.

1. The overall flat roof shape of the 1912 purpose-build Filene's store and the 1905 Jones, McDuffee, and Stratton Company building shall be preserved. Changes to the roofs shall be subject to Commission review under these guidelines only to the extent visible from surrounding public

ways. Roof elements, projections or skylights which are not visible from public ways shall not be subject to Commission review.

2. Original or later contributing features (decorative and functional), details and ornamentation shall be retained and, if necessary, repaired by patching or reinforcing using recognized preservation methods. Later non-contributing projections or elements above the profile of a flat roof may be removed.

Cornices are considered under these guidelines to be part of the building walls rather than a roof or roof projection and, accordingly, are subject to Section 9.2.

3. Deteriorated or missing features (functional and decorative), details and ornamentation shall be replaced with material and elements which match the original in material, color, texture, size, shape, profile, configuration and detail of installation.
4. When replacement is necessary, it should be based on physical or documentary evidence.
5. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.
6. Original or later contributing features (functional and decorative), details and ornamentation shall not be sheathed or otherwise obscured by other materials.
7. Unpainted mill-finished aluminum shall not be allowed for flashing, gutters and downspouts. All replacement flashing and gutters should be copper or match the original material.
8. External gutters and downspouts should not be allowed unless it is based on physical or documentary evidence.

9.8 Roof Projections

(Includes Penthouses, Mechanical or Electrical Equipment, Antennas and other Communication Devices)

Refer to Sections 9.7 and 9.9 for additional Standards and Criteria that may apply.

1. The basic criteria which shall govern whether a roof projection can be added to a roof include:

- a. The preservation of the integrity of the original or later integral roof shape.
- b. Height of the existing building.
- c. Prominence of the existing roof form.
- d. Visibility of the proposed roof projection.

Cornices are considered under these guidelines to be part of the building walls rather than a roof or roof projection and, accordingly, are subject to Section 9.2.

- 2. Minimizing or eliminating the visual impact of the roof projections is the general objective and the following guidelines shall be followed:
 - a. Location, overall height or other dimensions shall be selected to avoid visibility of the roof projection from surrounding public ways; setbacks shall be utilized. Roof projections which are visible from surrounding public ways may be allowed if it is not feasible to locate them so as not to be visible from any surrounding public way.
 - b. Exterior treatment shall relate to the materials, color and texture of the building or to other materials integral to the period and character of the building, typically used for appendages.
 - c. Openings in a penthouse shall relate to the building in proportion, type and size of opening, wherever visually apparent.
- 3. Roof projections which are not visible from surrounding public ways shall not be subject to Commission review.

9.9 Signs, Marquees and Awnings

Refer to Sections 9.3, 9.4, 9.5 and 9.10 for additional Standards and Criteria that may apply.

- 1. Signs, banners, marquees and awnings are viewed as the most appropriate vehicle for imaginative and creative expression, especially in structures being reused for purposes different from the original, and it is not the Commission's intent to stifle a creative approach to such signage features. In particular, the Commission acknowledges that proposed signage features for a multi-tenant building which may have multi-story retail premises are likely to depart substantially from historic signage for the single-tenant Filene's complex.
- 2. Original or later contributing signs, marquees and awnings integral to the building ornamentation or architectural detailing shall be retained and

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1801. It is a very important document, as it is the first official communication of the new administration.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 1, 1801. It contains information about the state of the nation's finances.

3. The third part of the document is a report from the Secretary of the Navy, dated January 1, 1801. It contains information about the state of the navy.

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13. The thirteenth part of the document is a report from the Secretary of the Treasury, dated January 1, 1801. It contains information about the state of the nation's finances.

14. The fourteenth part of the document is a report from the Secretary of the State, dated January 1, 1801. It contains information about the state of the world.

repaired where necessary, except that any signs etched in the stone lintel of the 1905 Jones, McDuffee, and Stratton Company building identifying Filene's may be replaced by a "knock-out" panel and used to identify current tenants, and other signs identifying Filene's or any other building occupant may be removed. The original canopies for the purpose built Filene's store may be reconstructed from physical or documentary evidence. Removal of the existing canopy on the 1912 purpose-built Filene's store is encouraged.

3. Approval of a given sign, banner, marquee or awning shall be limited to the owner of the business or building and shall not be transferable; signs shall be removed or resubmitted for approval when the operation or purpose of the advertised business changes.
4. New signs, banners, marquees and awnings shall not detract from the essential form of the building nor obscure its architectural features.
5. New signs, banners, marquees and awnings shall be of a size and material compatible with the building.
6. The design and material of new signs, banners, marquees and awnings should reinforce the architectural character of the building.
7. Signs, banners, marquees and awnings applied to the building shall be applied in such a way that they could be removed without damaging the building.
8. All signs, banners, marquees and awnings added to the building shall be consistent with any Tenant Identity Guidelines approved by the Commission. New signs, banners, marquees and awnings, or changes to existing signs, banners, marquees and awnings, may be approved by the staff of the Boston Landmarks Commission.
9. Lettering forms or typeface will be evaluated for the specific use intended, but generally should be either contemporary or relate to the period of the building or its later contributing features.
10. Lighting of signs shall be evaluated for the specific use intended, but generally illumination of a sign should not dominate illumination of the building.
11. No back-lit or plastic signs shall be allowed on the exterior of the building. Halo lit channel letters may be allowed.
12. The placement and configuration of awnings should relate to the facade openings so as not to obscure architectural details.

The first part of the paper discusses the importance of the study and the objectives of the research. It also provides a brief overview of the methodology used in the study.

The second part of the paper presents the results of the study and discusses the findings. It also includes a comparison of the results with previous studies.

The third part of the paper discusses the implications of the study and provides recommendations for future research. It also includes a conclusion and a list of references.

The fourth part of the paper discusses the limitations of the study and provides a summary of the findings. It also includes a list of references and a list of figures and tables.

The fifth part of the paper discusses the conclusions of the study and provides a summary of the findings. It also includes a list of references and a list of figures and tables.

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13. Continuous awnings across multiple windows within frames and between piers or wrapping the surfaces of a bay will be allowed to the extent approved in the Tenant Identity Guidelines. In addition, continuous awnings across multiple windows within frames and between piers or wrapping the surfaces of a bay will be allowed for the 1912 purpose-built Filene's store if consistent in spirit with the original storefront canopy for the 1912 purpose-built Filene's store (see 9.9.2 above) and for the 1905 Jones, McDuffee, and Stratton Company building to the extent supported by documentary evidence of the original storefront.
14. Individual awnings shall be mounted within the masonry window opening.
15. Shed-roofed awnings are preferable to those with quarter-round or bull-nosed profiles.

9.10 Exterior Lighting

Refer to Section 9.2 D regarding treatment of materials and features. Refer to Sections 9.5, 9.9 and 9.13 for additional Standards and Criteria that may apply.

1. There are three aspects of lighting related to the exterior of the building:
 - a. Lighting fixtures as appurtenances to the building or elements of architectural ornamentation.
 - b. Quality of illumination on building exterior.
 - c. Interior lighting as seen from the exterior.
2. Wherever integral to the building, original or later contributing lighting fixtures shall be retained and, if necessary, repaired by patching, piecing-in or reinforcing the lighting fixture using recognized preservation methods.
3. Deteriorated or missing lighting fixture materials, elements, features (functional and decorative), details and ornamentation should be replaced with material and elements which match the original in material, color, texture, size, shape, profile, configuration and detail of installation.
4. When replacement is necessary, it should be based on physical or documentary evidence.
5. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.

4. The fourth part of the document outlines the specific procedures for the disposal of records, including the need to ensure that all records are properly identified and labeled before being destroyed. It also emphasizes the importance of maintaining a record of all records that have been destroyed.

6. The sixth part of the document outlines the specific requirements for the training of personnel responsible for record-keeping. It emphasizes the importance of ensuring that all personnel are properly trained in the use of record-keeping systems and in the procedures for the disposal of records.

8. The eighth part of the document outlines the specific requirements for the security of records. It emphasizes the importance of ensuring that all records are protected from unauthorized access and that they are stored in a secure location.

6. Original or later contributing lighting fixture materials, elements, features (functional and decorative), details and ornamentation shall not be sheathed or otherwise obscured by other materials.
7. Supplementary illumination may be added where appropriate to the current use of the building.
8. New lighting shall conform to any of the following approaches as appropriate to the building and to the current or projected use:
 - a. Accurate representation of the original period, based on physical or documentary evidence.
 - b. Retention or restoration of fixtures which date from an interim installation and which are considered to be appropriate to the building and use.
 - c. New lighting fixtures which are differentiated from the original or later contributing fixture in design and which illuminate the exterior of the building in a way which renders it visible at night and compatible with its environment.
 - d. The new exterior lighting location shall fulfill the functional intent of the current use without obscuring the building form or architectural detailing.
9. Interior lighting shall only be reviewed when its character has a significant effect on the exterior of the building; that is, when the view of the illuminated fixtures themselves, or the quality and color of the light they produce, is clearly visible through the exterior fenestration.
10. No exposed conduit visible from public ways shall be allowed.
11. Architectural night lighting of historic buildings is encouraged.

9.11 Demolition/Removal of Additions and portions of Secondary Elevations

Refer to Sections 9.1, 9.13, and 9.15 for additional Standards and Criteria that might apply.

1. The Commission will allow demolition or re-cladding of the 1951 Hawley Street and 1973 Washington and Franklin Streets additions to the Filene's complex.
2. Demolition of any portion of the 1912 purpose-built Filene's store or the 1905 Jones, McDuffee, and Stratton Company building in connection with new construction or additions that are allowed under Section 9.12 shall be

minimized, recognizing that the Commission's concern becomes greater as demolition approaches the Primary Elevations.

3. Demolition of Secondary Elevations will be allowed in connection with new construction or additions approved under Section 9.12. No demolition of Primary Elevations shall be allowed.
4. Except as set forth above and in cases in which changes to floor plates, columns, or floor levels are visible from public ways, interior demolition is not regulated by these standards and criteria, including demolition of interior structural elements such as party walls, columns and floor slabs.
5. Demolition shall not disturb or cause damage to the 1912 purpose-built Filene's store or the 1905 Jones, McDuffee, and Stratton Company building, except with respect to the portions of such buildings authorized to be demolished.
6. Demolition shall not be allowed before plans, permits, and financing for new construction are in place and approved by the Commission to assure the creation of an appropriate context for the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.

9.12 New Construction and Additions

Refer to Sections 9.6, 9.7, 9.8, 9.11, 9.13, 9.14 and 9.15 for additional Standards and Criteria that might apply.

1. New construction will be allowed on the sites of the 1951 Hawley Street and 1973 Washington and Franklin Streets additions to the Filene's complex. Such new construction shall maintain the historic street wall. Appropriately scaled recessed building entrances will be deemed to be consistent with maintaining the historic street wall.
2. Additions over or within the footprint of the 1912 purpose-built Filene's store and/or the 1905 Jones, McDuffee, and Stratton Company building will be allowable by the Commission in connection with additions to or new construction on the parcel, if the Commission finds that the standards of sections (3) through (5) of this Section 9.12 have been met.
3. New construction and additions shall be designed to respect the scale and massing of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building, so that the character defining features of the historic building(s) being affected, including the building volume and flat roof form of the 1912 purpose-built Filene's store, are not perceived to be radically changed, obscured, damaged or destroyed.

4. New construction and additions should not imitate an earlier style, period or method of construction. They shall be designed to be compatible with but clearly differentiated from the 1912 purpose-built Filene's Store and the 1905 Jones, McDuffee and Stratton Company building. The materials palette may include contemporary materials and construction methods such as glass curtain wall or window wall assemblies or brick or metal cladding systems.
5. New construction and additions shall acknowledge the cornice heights of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building, and any construction above the cornice lines shall be set back from the wall planes of the affected historic building(s) and shall have appropriate height transitions. Subject to the foregoing criteria, new construction may exceed the height of the of the 1912 purpose-built Filene's store and 1905 Jones, McDuffee, and Stratton Company building.
6. The certificate(s) of design approval to be issued by the Commission for the new construction shall designate which elements or features of the exterior of such new construction are considered by the Commission to be essential to creation of an appropriate context for the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee and Stratton Company building. Subsequent to such initial new construction, only those elements or features of the exterior of the new construction so designated as essential elements shall be subject to review by the Commission as set forth in the certificate(s) of design approval. Other elements or features of the new construction shall thereafter not be regulated by the Commission.

9.13 Landscape/Building Site

Refer to Sections 9.2 B, C, and D regarding treatment of materials and features. Refer to Sections 9.9, 9.10, 9.14 and 9.15 for additional Standards and Criteria that may apply.

1. The general intent is to preserve and enhance the setting of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.
2. Original or later contributing site features (decorative and functional), materials, elements, details and ornamentation shall be retained and, if necessary, repaired using recognized preservation methods.
3. Deteriorated or missing site features (decorative and functional), materials, elements, details and ornamentation shall be replaced with material and

elements which match the original in material, color, texture, size, shape, profile and detail of installation.

4. When replacement is necessary, it should be based on physical or documentary evidence.
5. If using the same material is not technically or economically feasible, then compatible substitute materials may be allowed.
6. New additions/alterations to the site (such as: parking accommodations, loading docks, ramps, etc.) shall be as unobtrusive as possible and preserve any original or later contributing site features.
7. Removal of non-historic site features from the existing site is encouraged.
8. The existing landforms of the site shall not be altered unless shown to be necessary for maintenance of the landmark or site. Additional landforms will only be considered if they will not obscure the exterior of the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.
9. Original layout and materials of the paved areas should be maintained. Consideration will be given to alterations which will improve site circulation or which are part of a comprehensive sidewalk and plaza improvement plan if they do not adversely affect the 1912 purpose-built Filene's store and the 1905 Jones, McDuffee, and Stratton Company building.

9.14 Accessibility

Refer to Sections 9.2 A, B, C, and D regarding treatment of materials. Refer to Sections 9.3, 9.4, 9.5, 9.9, 9.10 and 9.13 for additional Standards and Criteria that may apply.

1. A three-step approach is recommended to identify and implement accessibility modifications that will protect the integrity and historic character of the property:
 - a. Review the historical significance of the property and identify character-defining features;
 - b. Assess the property's existing and required level of accessibility;
 - c. Evaluate accessibility options within a preservation context.
2. Because of the complex nature of accessibility the commission will review proposals on case by case bases. The commission recommends consulting

with the following document which is available from the commission office:

U.S. Department of the Interior, National Park Service, Cultural Resources, Preservation Assistance Division; **Preservation Brief 32 "Making Historic Properties Accessible"** by Thomas C. Jester and Sharon C. Park, AIA.

9.15 Archaeology

Refer to Sections 9.2 B, C, and D regarding treatment of materials. Refer to Section 9.13 for additional Standards and Criteria that may apply.

1. Disturbance of the terrain around the building or site shall be kept to a minimum so as not to disturb any unknown archaeological materials
2. The building site should be surveyed for potential archaeological sites prior to the beginning of any construction project.
3. Known archaeological site shall be protected during any construction project.
4. All planning, any necessary site investigation, or data recovery shall be conducted by a professional archeologist.

ATTACHMENT 1

PROPOSED TENANT IDENTITY GUIDELINES FILENE'S BOSTON

The purpose of this memo is to outline the scope of future Tenant Identity Guidelines that will be proposed for the approval of the Commission as part of a comprehensive approach to permit individual tenants to express their identity in certain zones on the Franklin Street and Hawley Street elevations of the 1905 Jones, McDuffee, and Stratton building and the Washington Street and Summer Street elevations of the 1912 Purpose-built Filene's building using a consistent design framework. These Tenant Identity Guidelines are referenced in the Specific Standards and Criteria of the Landmark designation. This Memo, although not a complete or exhaustive description, is intended to serve as an outline of the scope of the future Tenant Identity Guidelines.

Design Intent:

The Tenant Identity Guidelines will encourage the creation of distinct tenant identities through quality design while restricting the areas of building facades that can carry those individualized features, requiring certain elements of uniformity and consistency, and maintaining the integrity of the historic building's architectural framework. It is anticipated that Tenant Identity Zones will be delineated (see attached Exhibits 1 and 2) within which each tenant will be able to follow guidelines to create a distinct storefront, sign, banner, and/or other identity device (such as an awning or window graphics program). Subject to the required elements of uniformity and consistency, colors, logos and signage lettering reflecting each tenant's branding program will be approved.

Items to be covered:

1. Definition and delineation of exterior Tenant Identity Zones
(ground floor storefronts, second floor window zone, upper floor window zone, signage area)
2. Definition and delineation of exterior base building zones where tenant identity is restricted
(ground floor piers, wall surfaces, common entrances)
3. Storefront Criteria (glass and frame types, allowable materials, percentage transparency)
4. Signage Criteria (letter sizes, allowable materials, mounting, lighting, blade signs)
5. Second Floor Awning Criteria (size, shape, acceptable materials, signage on awnings, mounting)
6. Upper Floor Retail Identity (possible banner or awning program)
7. Retail Window Lighting (lamp and fixture types, placement, time clock control)
8. Submission and approval process by staff

Form of Guidelines:

It is anticipated that the guidelines will take the form of a booklet to be given to each tenant. The booklet will contain both text and diagrams, and will be made an exhibit to the tenant's lease. Compliance with the guidelines will be made a condition of the lease. It is expected that, as the guidelines are developed, they will be reviewed to assure that tenant identities developed in conformance with the guidelines would produce variants that are acceptable to the Landmarks Commission.

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